

## **SUPPORTED EMPLOYMENT (SE) FIDELITY REPORT**

Date: May 14, 2015

To: Joyce Behrens, General Manager

From: Georgia Harris, MAEd  
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ADHS Fidelity Reviewers

### **Method**

On April 7 – 10, 2015, Georgia Harris and Karen Voyer-Caravona (Fidelity Reviewers) completed a review of the WEDCO Supported Employment (SE) program. This review is intended to provide specific feedback in the development of your agency's SE 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, and not those set aside for people with disabilities. Services are reviewed starting with the time a member states an interest in competitive employment; 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 WEDCO, the referring clinics included CHOICES Midtown and Partners in Recovery East Valley.

WEDCO is a private, for-profit company that assists individuals (with or without disabilities) and clients of state and private agencies in training for, locating, securing and sustaining employment in the community. In operation since 1981, WEDCO has offices across the nation, including Phoenix and Tucson. WEDCO offers a variety of training and vocational services, including: work/internship exploration, supported education, work adjustment training (WAT), supported employment (SE), job development and placement (JD&P), and extended supported employment (ESE). Referrals can come from clinics or the Rehabilitation Services Administration/Vocation Rehabilitation (RSA/VR). WEDCO leadership submitted their supported employment, job development and placement and extended supported employment programs for review, identifying them as those most closely aligned with the SAMHSA evidenced based practice of SE. The lines between WAT, which is time-limited, unpaid training in real job settings, and the other supported employment services at WEDCO are at times blurred, and thus this report refers to that confusion extensively throughout.

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

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

- Observe an SE Team Meeting;
- Group and individual interviews with the General Manager; the Operations Manager, who serves as the SE Supervisor; eight Job Developers (Employment Specialists/ES); and two members of the Employment Division;
- Group and individual interviews with three members receiving SE services;
- Individual and group interviews with four clinic case managers and four clinic rehabilitation specialists; and
- Review of 15 clinic and agency member records.

The review was conducted using the Substance Abuse and Mental Health Services Administration (SAMHSA) SE 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 SE model along 3 dimensions: Staffing, Organization and Services. The SE 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 SE 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:

- Job Developers carry small caseloads, averaging 16.75 members for each Job Developer.
- Job Developers provide only vocational services and do not run psychoeducational groups, teach classes, or carry out case management responsibilities.
- Job Developers provide services in the community about 70% of the time, meeting members at coffee shops, restaurants near their homes, job fairs, and potential jobs sites or work locations.

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

- Rather than carrying out all phases of vocational services, WEDCO staff carry out different phases of vocational services and have distinct job titles. Job Developers (JDs) help members with employment searches and do intensive, time-limited follow along and coaching activities. Job Coaches (JCs) provide follow along and coaching for members enrolled in WAT, as well as

those who are receiving extended supportive employment (ESE) services. In addition, two separate staff from the Employment Division work on developing relationships with area employers, provide job leads to JDs, and provide benefits counseling to members. This organizational structure does not align with the evidenced based practice of Supported Employment. Employment services should be consolidated under one Supported Employment program, with Employment Specialists performing all phases of vocational services, from intake through follow-alongs and only provide those activities that align with the evidenced based practice of SE.

- WEDCO's supported employment services are poorly integrated with the mental health system. Job Developers do not participate on a regular basis in integrated weekly clinical treatment team meetings where they would have the opportunity to gain a behavioral health perspective and insight into solutions for helping members overcome barriers to success in job searches or job retention. Little evidence could be found of consistent, reciprocated exchange of member information, status and relevant issues between the clinics and WEDCO staff. It appears that clinic staff have some face-to-face contact with Job Developers to discuss member status or needs, but they receive little communication or documentation related to progress in SE or barriers to achieving competitive employment goals.
- Significant exclusion appears to exist at every level: WEDCO, the clinics and Rehabilitation Services Administration (RSA)/Vocational Rehabilitation (VR). Through interviews and reports, it was reflected that these stakeholders do not have a full grasp or acceptance of the evidenced based practice of Supported Employment, and how it differs from and is compromised by traditional models such as temporary work assignments (TWA), sheltered workshops and work adjustment training (WAT). WAT, in particular, appears to be viewed as an assessment tool and a necessary prerequisite to working toward permanent employment goals.
- Work adjustment options appear to compromise the successful implementation of SE as an evidenced based practice as it relates to several fidelity items, including zero exclusion, rapid job search and permanence of jobs developed. It will be difficult to fully transition to SE while continuing to offer WAT and other temporary, unpaid or set aside "options" to competitive employment. WEDCO, the provider clinics, and VR may not have a thorough understanding of how "informed choice" is applied within the evidenced based practice of SE.

## SE FIDELITY SCALE

Item #	Item	Rating	Rating Rationale	Recommendations
<b>Staffing</b>				
1	Caseload:	1 – 5  5	Job Developers were calculated using the member roster to average caseloads of 16.75. Job Developers interviewed reported caseloads between 20 – 22 members each.	
2	Vocational Services staff:	1 – 5  5	Job Developers provide vocational services only, primarily related to job development and placement tasks including: creating resumes, visiting job fairs and potential employers, and completing online employment applications. Job coaches provided extended supportive employment services in order to assist the member in sustaining employment. Job Developers do not teach classes, facilitate psychoeducational groups or provide case management services.	
3	Vocational generalists:	1 – 5  3	Different agency staff provide different phases of supported employment. Job Developers conduct intakes, provide job development and placement, carry out some vocational assessment activities via ONET, and provide time-limited follow along and coaching support. Job Coaches, who are assigned to assist Job Developers, provide follow along and job coaching to members in SE. At least one JC is assigned to each JD, and sometimes members see more than one JC for services. Job Coaches also provide job monitoring, follow along and coaching to members enrolled in WAT and extended supported employment (ESE). The two Employment Division staff conduct employer outreach and engagement focused on building relationships with potential employers, including	<ul style="list-style-type: none"> <li>• WEDCO employment services staff should carry out all phases of employment services. Per the SAMHSA SE Fidelity Scale, “Each employment specialist carries out all phases of vocational service, including engagement, assessment, job development, job placement, job coaching, and follow-along supports.”</li> <li>• The RBHA and WEDCO leadership should review options for training all employment services staff and realign job descriptions to conduct all phases of vocational services under the SAMHSA evidence based model of SE.</li> <li>• Upon satisfactory completion of training in the evidenced based model of SE, WEDCO</li> </ul>

Item #	Item	Rating	Rating Rationale	Recommendations
			<p>education on the benefits of hiring individuals with disabilities who are participating in supported employment program. One of the Employment Division staff also provides members with benefits counseling, including DB 101. This organizational structure does not align with the evidenced based practice of SE.</p> <p>Members seemingly have some understanding of the staff structure; however, not all feel the current multi-job coach arrangement is beneficial. One member interviewed expressed dissatisfaction with being asked to work with new job coaches who did not know her when her usual job coach was called out of the office for another client.</p>	<p>employment services staff providing direct services should be reclassified under a single title such as "Employment Specialist".</p>
<b>Organization</b>				

1	Integration of rehabilitation with mental health treatment:	1 – 5  1	<p>In high fidelity supported employment programs, Employment Specialists are attached to one or more treatment teams and attend treatment team meetings at least once a week. Recognized as full members of the treatment team, Employment Specialists provide input on member issues and participate in shared decision making. WEDCO Job Developers are not attached to specific clinics or treatment teams but are part of a separate vocational services agency. The data suggests that they do not regularly participate in integrated team meetings.</p> <p>Although WEDCO leadership state they are at the clinics a great deal for staffings and have considerable communication with treatment teams in person, by phone, and email, there</p>	<ul style="list-style-type: none"> <li>• Employment Specialists should attend regularly scheduled treatment team meetings weekly to increase their knowledge of and skills in responding to clinical symptoms, medication changes/side effects, and environmental factors that present as challenges to job searches or sustained employment</li> <li>• It is recommended that the system coordinate efforts to increase formal integration of WEDCO Employment Specialists with treatment teams. Assigning Employment Specialists to clinics or treatment teams, possibly through co-location, has the potential to significantly enhance communication between clinics and WEDCO about members' behavioral</li> </ul>
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			<p>appears to be a disconnect between clinic staff interviewed and WEDCO staff regarding communication and contact. Interviews with clinic staff and a review of member records suggest little contact or communication between WEDCO and clinical teams. In some records reviewed, up to 12 months of SE progress notes were faxed on a single day shortly before the review. Some clinic staff only recently became aware that any of their members were receiving WEDCO services. In several cases, members who had discontinued services at WEDCO were still listed on the agency's roster, even after moving on to receive SE services from other providers. Rehabilitation Specialists reported that more recently they have begun meeting weekly with some, but not all, WEDCO Job Developers to review caseloads and that this is a helpful improvement. With other WEDCO Job Developers contact is limited to phone calls or email, or does not occur at all.</p> <p>Case Managers appear to know very little about Supported Employment in general and rely on Rehabilitation Specialists to address those service needs. Likewise, some clinic staff expressed concern that Job Developers are not sufficiently knowledgeable about working with people with serious mental illness and other behavioral health concerns.</p>	<p>health and vocational needs, the role of employment in recovery, and the range of employment services offered.</p> <ul style="list-style-type: none"> <li>• It is recommended that the WEDCO and the providers develop a process for ensuring the collection and dissemination of documentation of member status, progress in SE services, and updated ISPs.</li> <li>• The clinics and the RBHA should coordinate efforts to track referrals and where members are receiving services in order to avoid duplication of services and interruption of services that might occur due to such factors as staff turnover.</li> </ul>
2	Vocational Unit:	1 – 5 3	<p>WEDCO Job Developers meet Monday mornings for one and a half to two hours for a team meeting that includes group supervision. In the team meeting observed by the reviewers, the team discussed recent client job placements and how strategies used in these cases could be generalized to other member job searches. Most of the discussion was led by the General Manager and Operations Manager, as well as the Employment</p>	<ul style="list-style-type: none"> <li>• The weekly team meeting should include a component focused on review of caseloads, including case presentations, so that staff can provide each other with ideas, input, job leads and strategies to help member overcome barriers to employment. In addition to group supervision, the SE Supervisor should mentor staff individually, through job shadowing and in member</li> </ul>

			<p>Division staff who provided updates on employer engagement activities and job leads. Staff did not present specific cases for review or input.</p> <p>Job Developers do not provide back-up services for each other's cases. Two to three Job Coaches (JC) are assigned to specific Job Developers to assist with follow along support and job coaching. Members may work with multiple JCs for follow along and job coaching. WEDCO leadership said that having members rotating between different JCs replicates real work expectations of having to work with different people. This does not align with the evidence based practice of supported employment.</p>	<p>meetings to help staff develop skills and competencies in working with individuals with behavioral health challenges to employment.</p>
3	Zero-exclusion criteria:	<p>1 – 5</p> <p>2</p>	<p>WEDCO does not use tests or assessments to screen for job readiness. However, WEDCO Leadership said when members express anxiety about returning to work or uncertainty about types of employment interests, Job Developers will present program options, including WAT as “informed choice”. It appears that the WEDCO interpretation of informed choice may contribute to screening over a vigorous focus on encouraging and providing strategies to support the successful attainment of competitive work. Additionally, WEDCO Leadership said that they do not believe they are equipped to manage the vocational services for individuals with sexual offense convictions.</p> <p>There is some concern that exclusion occurs when WEDCO Job Developers are insufficiently trained and experienced in responding to some behaviors and symptoms of individuals receiving behavioral health services. One RS described a conversation in which a Job Developer said that it was unrealistic for an employer to be interested in a</p>	<ul style="list-style-type: none"> <li>WEDCO and the clinical providers should seek technical assistance and education through the RBHA on the principles of Supported Employment due to the apparent continuation of screening at these levels. Training should be tailored to the agency and clinic staff involved (i.e., CM as the first team staff informed of the member's interest in work, the Psychiatrist or Nurse Practitioner who may influence the team approach), especially on zero-exclusion criteria, to assure members who express an interest in competitive employment are not screened out or steered toward pre-employment activities. It is recommended that the training emphasize how SE is differentiated from traditional models such as WAT and trial work, and the role it plays in recovery. Support materials can be found at the SAMHSA and Dartmouth Psychiatric Research Center websites.</li> <li>In the evidenced based practice of</li> </ul>

			<p>member who “wets his pants”.</p> <p>While Rehabilitation Specialists said they received basic training in the principles of Supported Employment and do not use testing or written assessment to exclude, it appears clinics still use WAT and pre-employment activities to screen some members for work readiness. Some clinic staff said that they assumed that members always began the Supported Employment process with placement in WAT to assess job readiness or “stamina”, while others refer all members directly to WAT as a first step. Rehabilitation Specialists said that VR/RSA almost always places members in WAT for this reason. Most VR referral forms examined in the chart review requested WEDCO for WAT, or WAT and job development and placement (JD&amp;P).</p>	<p>Supported Employment, which is designed for individuals with the most significant behavioral health issues, members are encouraged to pursue competitive employment in the community. WEDCO, the clinical teams, and VR/RSA should re-consider the use of pre-employment activities, trial work assignments, work adjustment programs and sheltered workshops, even for individuals with limited education, lacking previous work history, or expressing anxiety about work. While WAT and other readiness programs may be offered as “informed choice” options, they do not align with the principles of Supported Employment.</p> <ul style="list-style-type: none"> <li>• WEDCO should seek technical assistance from the RBHA with respect to assisting members with criminal convictions in finding competitive employment. Dartmouth Psychiatric Research Center is a good resource for this, offering strategies to discussing past felonies, including Letters of Explanation.</li> </ul>
<b>Services</b>				
1	Ongoing, work – based vocational assessment:	1 – 5  3	<p>Job Developers recently began using the Vocational Profile available on the SAMHSA website. It is not clear if JDs understand the spirit of the Vocational Profile or how to use it. For example, JDs don’t routinely update the profile after its completion at intake. Furthermore, a review of 10 member records showed that seven lacked Vocational Profiles, and one record contained a profile with only a single page completed. Another record referenced the VR vocational plan in lieu of the Vocational Profile, even though the two documents collect different</p>	<ul style="list-style-type: none"> <li>• The Vocational Profile should be a living document that provides Employment Specialists and members with information not only about skills and work experience, but also preferences, values, priorities, and documentation of lessons learned. It is also a tool for problem solving and identifying needs for reasonable accommodation. WEDCO Leadership and all vocational services staff should receive training in how to administer and regularly update</li> </ul>



			<p>types of information. Member records included resumes, but in one resume examined, WAT and volunteer assignments were described in detail while relevant past professional employment was merely bullet-pointed by job title, omitting any mention of past duties, responsibilities, relevant skills, accomplishments, or years of experience.</p> <p>It appears that WAT may be used to some degree as a form of assessment of work readiness at WEDCO. There was also evidence of the agency steering members toward the WAT program.</p> <p>Rehabilitation Specialists interviewed said that they complete Meaningful Community Activity Worksheets (MCAWs) with members as part of their conversations about employment. Many clinic staff expressed the perception that WAT is the first step to supported employment; that members must start out in WAT to assess work readiness and to understand what work requires.</p>	<p>vocational profiles so that they reflect the natural evolution of members' needs and preferences.</p> <ul style="list-style-type: none"> <li>• The SE Supervisor should regularly review member records to ensure that Vocational Profiles are completed and updated as members move through the employment process and transition from old jobs to new ones.</li> <li>• Employment Specialists should regularly review Vocational Profiles with members, and revise based on changes in status, job search, and attainment of new skills.</li> <li>• Employment Specialists should engage members in discussions on the benefits of gathering feedback from support systems, including current and former employers in the creation and updating of the Vocational Profile, as they can be sources of useful and objective information about the members' strengths, interests and work styles.</li> <li>• It is difficult for agencies to achieve fidelity when they continue to offer traditional forms of evaluation such as WAT, trial work and work exploration. Assessments should be ongoing and gained through real work experiences in competitive settings. WEDCO should seek technical assistance from the RBHA in transitioning toward the evidence based Supported Employment model.</li> </ul>
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2	Rapid search for competitive jobs:	1 – 5  3	<p>WEDCO staff report that the search for competitive employment begins immediately and that some members apply for and obtain employment the day of the intake. Job Developers said that members usually make first face-to-face contact with potential employers within one to two weeks of their intake appointment. However, it is difficult to verify the timeframe in which competitive job searches begin due to incomplete data and record keeping by the agency. Interviews with members and clinic staff suggest delays in job searches of over six months for some members.</p> <p>It appears some jobs WEDCO identified as competitive are not truly competitive. Job Developers frequently assist members in applying for and securing jobs with Peckham, a community vocational rehabilitation organization that offers <i>Team Member Jobs</i>, both seasonal and permanent, to people who meet disability eligibility status. Though the jobs often pay \$15 or more an hour, they are set aside and not truly competitive. Peckham also offers jobs that anyone can apply for, but it is not clear if any or how many WEDCO clients work in the competitive positions based on the information provided.</p> <p>It appears that WAT programs, which last 30 – 60 days, may dilute efforts to engage members in rapid job searches for competitive employment. Leadership and staff said that some members come to WEDCO seeking WAT or opt for it after admission to the program as part of “informed choice”. Staff said, “People come in the door requesting WAT. We only put them in if they want it. Usually they are told about the program before they get here.” Sometimes members work on the competitive job search at the same time as they</p>	<ul style="list-style-type: none"> <li>• WEDCO Employment Specialists should maintain employment search logs, that include employer outreach efforts were made, and for whom they were made to ensure individualized job searches. The log should include the name of the employer, form of contact (phone, face-to-face), and the response. The SE Supervisor should regularly monitor and review the logs in supervisions.</li> <li>• The RBHA should track SE program outcomes for rapid search for competitive jobs, including the date the member first voice identified an interest in employment, the type of work sought, the date of the referral of the member to an SE agency, the date of the SE intake and start of services and the date of the member’s first face-to-face contact with a potential employer.</li> <li>• Agencies that offer pre-employment activities that run concurrent to SE programs, such as WAT, and other temporary, unpaid work readiness activities, have difficulty achieving high fidelity because they can be a distraction from the urgency of helping the member find and secure competitive employment. The agency should consider focusing on assertive and creative engagement strategies that keep members excited and motivated to find competitive jobs in integrated settings.</li> </ul>
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			<p>do a WAT. Review of 10 member records indicated that six members started out in a WAT.</p> <p>Clinic staff repeatedly referred to WAT as standard practice before beginning a competitive job search, and some expressed concern that the delay discouraged members' motivation and enthusiasm for work.</p> <p>Members interviewed expressed frustration with the slow pace of competitive job searches. All members interviewed reported previous career histories; two of whom said they had been directed to WAT programs despite stated preferences for permanent employment.</p>	
3	Individualized job search:	<p>1 – 5</p> <p>2</p>	<p>WEDCO staff reported that members determine the types of job searched, and that most know what they want to do when they enter the program. Leadership reported that if members are receiving VR services, job searches must align with employment goals identified in their job plan; changes in a vocational or employment goal, such as changing a job goal from retail sales clerk to administrative assistant, require a meeting with VR to update the job plan. Because explicit job types may limit a member's employment options, and the job development and placement services to which the agency can bill, WEDCO often uses the broad term "customer service" in individual job plans because "it covers a lot of areas".</p> <p>As per Item S1, more than half of member agency records reviewed did not have a Vocational Profile, nor were they updated as members start and leave jobs or vocational preferences change. In addition, a review of agency and clinic records revealed that some ISPs did not include vocational goals or identified goals that were vague and did</p>	<ul style="list-style-type: none"> <li>Individualized job searches should be aligned with member goals and reflected in member Individual Service Plans, using the member's voice to the greatest extent possible. At the referral source, clinical teams would benefit from training in assisting members in identifying clear vocational goals based on member stated needs and preferences before referrals to supported employment providers.</li> <li>WEDCO Employment Specialists should consistently use the Vocational Profile as a living document, beginning at the point of intake, and work with members on revising and updating it when members leave old jobs, and as they start new job searches. The SE Supervisor should monitor Vocational Profiles and JD logs to ensure that job searches are individualized and reflect members' stated needs and preferences.</li> </ul>

			<p>not appear to reflect the member’s voice.</p> <p>There is a perception among clinic staff that WEDCO Job Developers pressure members to accept jobs they aren’t really interested in, that VR sends members to WAT sites where they have an opening, and that VR and WEDCO are focused on successful closures rather than “what the client wants.”</p>	
4	Diversity of jobs developed:	<p>1 – 5</p> <p>3</p>	<p>WEDCO reported that 60% of jobs developed are in customer service. Although intentionally vague to cover a wide range of job types, the term could inadvertently limit the diversity of jobs developed. The review of agency member records and other data provided by WEDCO shows that typical job settings are in retail, food service/hospitality, grocery stores chains, and call centers. WEDCO said that they “only find the jobs that are out there.” However, many of those jobs developed were also identified as WAT program sites, suggesting that the agency needs to expand efforts to develop relationships with employers. While WEDCO said that the Employment Division does research and outreach to develop relationships to support a new WAT program to address unique job interests, it is not clear if similar efforts are made with respect to creating a diverse range of permanent, competitive jobs in the community.</p>	<ul style="list-style-type: none"> <li>• Review recommendations in S3; employment services staff should be carrying out all phases of vocational services, including regularly meeting with potential employers with or on behalf of members and their specific job goals. WEDCO staff should reduce their reliance on employers with whom there is a pre-existing agreement, such as a WAT program.</li> <li>• Employment Specialists are encouraged to keep job development logs noting employers that are contacted and on behalf of what member.</li> <li>• The agency should ensure that the Team Meeting is used as a forum to exchange information about jobs explored, share job leads, and challenge each other to expand job searches.</li> </ul>
5	Permanence of jobs developed:	<p>1 – 5</p> <p>3</p>	<p>Agency leadership report that “virtually all” member job searches are for permanent, long-term work. However, staff acknowledged that many members participate in WAT programs, sometimes simultaneous to their competitive job searches. The WAT program appears to be somewhat integrated with job development and</p>	<ul style="list-style-type: none"> <li>• The agency should monitor member progress notes and the Vocational Profile to ensure that Employment Specialists clearly document how seasonal and temporary work assignments support the member’s employment goal. Temporary work assignments should not be used as</li> </ul>

			<p>placement. Clinic staff perceived WAT as a necessary first step for many job seeking individuals diagnosed with an SMI or co-occurring disorder, yet described “a revolving door of WAT” at WEDCO. Rehabilitation Specialists interviewed said members often do not understand that WAT positions are temporary and won’t necessarily lead to a permanent job offer. Rehabilitation specialists agreed that members seeking permanent employment through WEDCO only find it about 25% of the time.</p> <p>Members interviewed stated an expectation of obtaining permanent employment. Several members expressed frustration with the slow pace of the job search and felt that WAT was self-serving for the agency and the employer.</p>	<p>quick and easy solutions for job search challenges.</p> <ul style="list-style-type: none"> <li>• WEDCO should consistently use job search tracking logs that include actions taken and outcomes to document the focus on competitive employment. The agency should monitor job logs and review with Employment Specialists in supervision settings.</li> <li>• See previous Recommendations in sections O3, S1, and S2. These items are related to WAT and trial work assignments and how they may interfere with the focus on searching for competitive positions in community settings for all members desiring employment.</li> </ul>
6	Jobs as transitions:	1 – 5 2	<p>Staff report that they find new jobs for about 25% of members who seek new jobs. While Vocational Profiles are a useful tool for guiding new job searches, as previously stated in this report, Job Developers do not refer to them after the intake. Other information provided by the agency was incomplete in this area.</p> <p>Some members said that they felt that WEDCO lost interest in them and “pushed them to the side” after they completed WAT programs.</p>	<ul style="list-style-type: none"> <li>• Vocational team meetings should include review of members who want to transition to new jobs. Employment Specialists should continue to assist members through job stops and new starts.</li> <li>• Vocational Profiles should be regularly updated, so that Employment Specialists and members are prepared for and anticipate transitioning to new job as needs and preferences evolve. Employment Specialists should have a copy of the Vocational Profile available for updating regularly.</li> </ul>
7	Follow-along supports:	1 – 5 4	<p>Job Developers provide time-limited, intensive follow along support and job coaching when conducting job development and placement services. Job Coaches provide follow along supports for members enrolled in WAT or for RSA/VR eligible members receiving extended supported employment services. Follow along</p>	<ul style="list-style-type: none"> <li>• See item S3 regarding Vocational Generalists, follow along supports, and job coaching. Employment Specialists should provide all phases of vocational services, and follow along supports should be time-unlimited regardless of VR status.</li> <li>• Employment Specialists should periodically</li> </ul>

			<p>supports are time-unlimited for members participating in ESE. There was some evidence in charts that Job Developers and Job Coaches communicate with employers on behalf of members such as with monthly check-ins, although WEDCO staff said that most members do not disclose to employers. WEDCO, clinic staff, and members interviewed agreed that transportation is an area of which the system provides members little support, and this can be a significant barrier to sustained employment and employment options.</p> <p>The Employment Division staff are available to provide benefits counseling and train Job Developers in this area. However, ES comments from the data collection form indicate that one member quit a permanent job due to fear of the loss of benefits.</p>	<p>engage members in the benefits of employer disclosure to facilitate follow along support and coaching at work sites in order to support sustained employment.</p> <ul style="list-style-type: none"> <li>All members should have access to qualified benefits counseling, including the use and navigation of DB 101 in order to be able to immediately address concerns about reductions or loss of benefits due to permanent employment. This will help ensure that members do not unnecessarily quit jobs.</li> </ul>
8	Community-based services:	1 – 5  5	<p>WEDCO leadership affirmed community integration and social interactions outside the clinic as important to recovery. WEDCO staff report and records indicate that vocation services occur in the community at least 70% of the time. WEDCO staff do not do home visits, but there was evidence in the record that they meet members in coffee shops, restaurants, job fairs and other public settings.</p>	
9	Assertive engagement and outreach:	1 – 5  3	<p>WEDCO staff report regular use of assertive engagement and outreach in order to keep members engaged. WEDCO said they make phone calls to members, contact clinical teams and show up at clinics looking for members when they miss appointments or do not make contact. However, clinic staff report that until recently, they have rarely heard from WEDCO Job Developers. One Rehabilitation Specialist said that WEDCO has lost track of members for many months at a time and</p>	<ul style="list-style-type: none"> <li>The agency should implement a written policy and procedure regarding member outreach and engagement, that includes steps to obtain release of information that allow contact with Case Managers and the member’s support system.</li> <li>Employment Specialists may benefit from technical assistance, training and education on effective outreach and engagement</li> </ul>

		<p>recently contacted her for the whereabouts of members who were no longer with the clinic, or no longer using WEDCO services.</p> <p>Rehabilitation specialists said that recently they have begun meeting weekly with some Job Developers and reviewing caseloads, or having weekly contact with other JDs by email or phone. Some clinic staff felt that agency JDs do not have sufficient background and understanding in engaging people living with SMI or a co-occurring disorder.</p>	<p>strategies for people with behavioral health concerns. Trauma informed approaches, motivational interviewing and other person-centered techniques can be helpful in building rapport with and maintaining enthusiasm for individuals who are difficult to engage due to mental health symptoms, behavioral challenges and symptoms associated with past experiences of trauma.</p>
<b>Total Score:</b>		<b>47</b>	

<b>SE FIDELITY SCALE SCORE SHEET</b>		
<b>Staffing</b>	<b>Rating Range</b>	<b>Score</b>
1. Caseload	1 - 5	5
2. Vocational services staff	1 - 5	5
3. Vocational generalists	1 - 5	3
<b>Organizational</b>	<b>Rating Range</b>	<b>Score</b>
1. Integration of rehabilitation with mental health treatment	1 - 5	1
2. Vocational unit	1 - 5	3
3. Zero-exclusion criteria	1 - 5	2
<b>Services</b>	<b>Rating Range</b>	<b>Score</b>
1. Ongoing work-based assessment	1 - 5	3
2. Rapid search for competitive jobs	1 - 5	3
3. Individual job search	1 - 5	2
4. Diversity of jobs developed	1 - 5	3
5. Permanence of jobs developed	1 - 5	3
6. Jobs as transitions	1 - 5	2
7. Follow-along supports	1 - 5	4
8. Community-based services	1 - 5	5
9. Assertive engagement and outreach	1 - 5	3
<b>Total Score</b>		<b>47</b>



**Total Possible Score**

**75**