



SERVICE DESCRIPTION

APPENDIX E: EMPLOYMENT RELATED – Discovery/Supported Employment Great Expectations Initiative

PAYMENT-FOR-PERFORMANCE

Rehabilitation Services (RS) is a state agency that provides vocational rehabilitation (VR) services to help people with disabilities achieve permanent, integrated, competitive employment. Services are customized for each consumer, consistent with their strengths, vocational objectives, resources, priorities, concerns, abilities, capabilities, interests and informed choice.

This Discovery/Supported Employment (D/SE) service description is designed specifically for individuals with the most significant intellectual disabilities who are participating in the Great Expectations Initiative (GEI) demonstration project. Its effectiveness will be evaluated through the GEI project. Currently this D/SE model is available only for providers affiliated with one of the GEI demonstration sites.

D/SE is a comprehensive approach to supported employment, beginning with assessment and concluding with the consumer's achievement of a competitive, integrated employment outcome working at least 20 hours per week.

Qualification standards

Provider staff implementing any or all components of the D/SE service model must have successfully completed one of the following courses which focus specifically on the concepts incorporated into this model:

- The Virginia Commonwealth University (VCU) Supported Employment Web-Based Certificate Series.
<http://www.worksupport.com/training/webcourses/se.cfm>
- The VCU Supported Employment Internship. For more information, please contact the RS Manager for GEI at 785-368-7471.
- The "Creating Community Careers" five-session customized employment on-line course sponsored by Griffin-Hammis Associates.
<http://griffinhammis.cequick.com/creating-community-careers-online-courses.aspx>

Certificates of course completion should be submitted to:

RS Manager for GEI
Rehabilitation Services
Docking State Office Building
915 SW Harrison
Topeka, KS 66612
Fax: 785-368-7467

Other training may be considered if it specifically addresses the D/SE components. Prior approval from RS is required. Please contact the RS Manager for GEI at 785-368-8214.

Provider staff may also implement any or all components of the D/SE service model on a provisional basis if they are enrolled in one of the courses listed above and are working under the supervision of an individual who has completed one of these courses.

D/SE overview

Please refer to the component descriptions which follow for complete information about services required and expected outcomes. For convenience, the components, service codes, required forms and points of payment are summarized in Table 1. The number of hours of service required for each component should be individualized for each consumer and projected in the action plans. The estimated hours provided in Table 1 are benchmarks. All components require the prior written authorization of the RS counselor.

TABLE 1			
Component		Payment	Estimated hours
1	<p>Creation of the discovery/assessment action plan This step occurs after eligibility for VR has been determined and before the development of the Individual Plan for Employment (IPE). Service code: 970 Form required: Action Plan</p>	\$100	3 hours
<p><i>Job coaching hours* may be provided during Component 2 if required by the person served. Job coaching will be authorized and paid separately from the D/SE component fees. The standard job coaching service description expectations apply. The rate is \$34 per hour.</i></p>			
2	<p>Completion of the discovery assessment process Includes three situational assessments; completion of the discovery/assessment report; participation in the team development of the vocational rehabilitation (VR) Individual Plan for Employment (IPE); and completion of the preliminary instructional plan. This step occurs after eligibility for VR has been determined and before the development of the IPE. Service code: 971 Forms required: Discovery Synthesis Form, Situational Assessment Form and Instructional Plan Optional forms: Customer Profile and Individual Supports Assessment</p>	\$1,600	6 hours per situational assessment; plus 25 hours for the remainder of the discovery assessment process and reports; 2 hours to participate in IPE team

TABLE 1

3	<p>Creation of the job development action plan This step occurs after development of the IPE. Service code: 972 Form required: Action Plan</p>	\$150	4 hours
<p><i>Job coaching hours* from the point of placement will be authorized and paid separately during Components 4-6 in accordance with the individualized instructional plan and fading plan. The standard job coaching service description expectations apply. The rate is \$34 per hour.</i></p>			
4	<p>On-the-job for 10 days and completion of instructional plan Includes job development; specific job placement achieved; consumer has sustained employment for 10 days; and development of the job coaching instructional plan leading to stabilization. This step occurs after development of the IPE. Service code: 973 Required forms: Job Analysis Form, Sequence of Job Duties Form, Task Analysis Form, Instructional Plan Optional forms: Checklist for Tracking Organizational Marketing Activities, Marketing Plan and Business Interview Form</p>	\$1,500	44+ hours
5	<p>Stabilization achieved Includes development/finalization of the job coaching fading plan leading to VR case closure. This step occurs after development of the IPE. Service code: 974 Required forms: Update to Instructional Plan and the Fading Plan</p>	\$100	3 hours

6	<p>Development of the plan for extended services to be provided by the community service system in order to support the consumer's ongoing employment after VR case closure.</p> <p>This step occurs after development of the IPE.</p> <p>Service code: 975</p> <p>Required form: Long-term Supports Plan</p>	\$100	3 hours
7	<p>Successful employment outcome and VR case closure.</p> <p>Service code: 976</p> <p>Required report: Summary of services provided and strengths of the placement</p>	\$1,000	Payment-for-performance
<p>Total payments possible if all D/SE component milestones are successfully achieved (excludes job coaching fees which will be authorized and paid separately)</p>			\$4,550

* The number of job coaching hours to be authorized is not restricted to a specific number, but rather will depend on the individual consumer's instructional plan and job coaching fading plan. Depending on the number of job coaching hours requested, the RS authorization may be made by the Counselor, Rehabilitation Manager or Program Administrator in accordance with their spending authorities. Ongoing authorizations for job coaching will depend on effectiveness and progress toward achieving stabilization and employment.

**Component 1: Creation of the discovery/assessment action plan
Payment upon the RS Counselor's approval of the
discovery/assessment action plan: \$100**

The discovery/assessment component will be authorized by the RS counselor following determination of the consumer's eligibility for VR services.

It is imperative for the provider and the GEI team to gain first-hand knowledge about the consumer and to establish an effective and comfortable level of communication. The discovery phase is an individualized assessment process in which the service provider identifies the individual's strengths, interests, abilities, aptitudes and learning styles by interacting with him or her in various home, work and community-based settings.

These services are intended to lead to the identification of vocational preferences, selection of a vocational objective, preparation of an IPE, and eventual successful supported employment (meeting VR case closure criteria) of at least 20 hours per week.

The RS counselor must make a formal referral to the provider in order to initiate this component. It is expected that the provider will accept or reject the referral for services within one week.

An individualized discovery action plan must be written by the provider with consumer input and agreement, and approved by the RS counselor. This shall be completed within two weeks after accepting the authorization. The action plan will identify each assessment function to be completed and the objectives of that function. For each assessment function, the individuals and organizations that will be involved in the assessment must be identified. The action plan will also identify the timeframe during which each assessment function will occur.

These assessment functions must include, at a minimum, all of the following:

- Interviews with the consumer, family, and supports such as Targeted Case Manager, Coach, Teacher, Counselor, or Supervisor. These interviews also begin the process of the service provider building a relationship with the consumer's support network.
- Observation of the consumer in his or her typical activities or venues, including home life, neighborhood, recreational activities, clubs, work or volunteer jobs.
- At least three employment-focused community-based situational assessments. Such assessments are expected to be no more than six hours in duration each, and to take place in community, integrated settings in competitive jobs. During the assessment, the consumer works in a competitive job and is observed by the provider on issues such as learning style, performance, quality, consistency, stamina, interaction with supervisors, co-workers and customers, preferences and potential to perform the tasks associated with the job.
 - The provider will identify employers willing to participate as the host assessment sites. The provider will be responsible for completion of the employer work assessment agreement.
 - RS will separately authorize and compensate the consumer for participation.
 - RS will provide workers compensation coverage during the assessments.
 - The provider will submit the completed situational assessment report (format provided) to the counselor.

- Vocational theme exploration, which may include job shadowing or informational visits to work sites to determine compatibility, likes and dislikes. Vocational themes are broad areas that represent the consumer's preferences related to jobs, environments, skills/task sets, and interests.
- Review of existing documentation, such as school records and person-centered plans.

The discovery/assessment services are expected to be completed within six weeks after the counselor has approved the discovery/assessment action plan. The provider will submit progress reports every other week to the counselor.

Component 2: Completion of the assessment process
Payment upon completion of required elements: \$1,600

During this component, the provider will complete all of the assessment functions specified in Component 1 and in accordance with the approved discovery action plan.

Within two weeks of the conclusion of the discovery assessment activities, the provider will:

- Complete the Discovery Assessment Synthesis Report (format provided), including a list of vocational themes and functional characteristics (for example, strength, endurance, social interaction, work speed) for making a good job match.
- Identify any job leads that emerged during discovery activities.
- Identify labor market trends related to the consumer's vocational themes to facilitate informed decision-making about vocational objectives during the IPE development process.
- Collaborate with the consumer, the consumer's support network and the RS counselor to develop a specific vocational objective and Individual Plan for Employment (IPE) (supported employment).
- Based on the vocational goal identified on the IPE, provide a preliminary individual instructional plan offering best methods for helping the consumer learn how to interact with supervisors and co-workers and how to complete specific job tasks. The instructional plan will be modified after job development/placement to coincide with specific work environment and job tasks.

Component 3: Creation of the job development action plan
Payment upon approval of the action plan by the RS counselor: \$150

Using the information collected during the discovery/assessment phase and IPE development, the provider will write an individualized job development

action plan. The action plan must be written by the provider with consumer input and agreement, and approved by the RS counselor. This shall be completed within two weeks after accepting the authorization. The action plan will identify objectives and tasks to be completed in the job development process and timeline for each.

The job development action plan will be consistent with the vocational objective identified on the IPE and the vocational themes identified in the discovery/assessment process.

The action plan must identify the specific job development objectives and timelines necessary to help the consumer secure employment.

Payment will be authorized once the counselor approves the plan. At that point, it is expected that the contractor will implement the plan as soon as possible.

Component 4: On-the-job for 10 days and completion of instructional plan

Payment upon successful completion of 10 days on the job and the RS counselor's approval of the instructional plan: \$1,500

This component includes intensive, individualized job development activities, the first 10 days of placement on-the-job, and development of the instructional plan that will lead to the point of stabilization. Once the consumer begins working, job coaching may be authorized and funded separately at the rate of \$34 per hour.

Job development will be customized according to the consumer's individual needs. It's also essential that job development results in identification of the workforce needs of potential employers consistent with the consumer's vocational objective. By using innovative methods such as job carving, job matching through task analysis, job restructuring, or job creation, both the needs of consumers with significant disabilities and employers may be met through non-traditional methods.

During job development, the provider and consumer may determine that the vocational objective on the IPE needs to be updated to one that more closely matches the consumer's interests and skills and/or to one that more closely matches available opportunities in the workplace. If this occurs, the provider should contact the counselor for discussion about a possible IPE amendment. The IPE will be amended only with the informed choice and agreement by the consumer.

In addition, during job development, the provider should identify needs for transportation support, assistive technology or other accommodations related to the specific employment placement. Subsequently, the provider, consumer and counselor should determine if additional supports need to be added to the IPE.

Within the first 10 days of the placement, the provider will be responsible to complete a specific task analysis related to the job placement, an updated instructional plan specific to the work environment and job duties. These documents will be submitted to the counselor for approval. Upon approval of the documents, verification of 10 days of employment, and verification that the consumer remains satisfied with the placement, the component fee will be paid.

The job coaching schedule (days and hours) should project:

- The percentage of job coaching intervention hours related to the hours worked by the consumer, and the period of time for which job coaching will initially be provided at an intensive level.
- A fading plan based on performance benchmarks for reducing the number of job coaching hours to the point of stabilization. Performance benchmarks will be customized according to the specific consumer and job secured. Benchmarks for fading typically address:
 - Completion of training.
 - The consumer's performance (productivity, accuracy, stamina, time on task) related to the employers expectations.
 - The consumer's interactions at the workplace with supervisors and co-workers.

When projecting the job coaching schedule, service providers should consider the following key indicators of success, based on national research and practice¹ related to supported employment:

- Job coaching hours must be planned and provided on an individualized basis.
- Intensive job coaching intervention is necessary during the initial stages of employment. This intensive level may range from 75% to 100% job coaching intervention hours for each hour worked by the consumer.
- A total of 100 hours of job coaching over the first two months of employment is typically necessary to assure success and stabilization for people with significant intellectual disabilities.
- The fading plan should reflect a reduced percentage of job coaching intervention hours related to the hours worked by the consumer. This fading plan should be individualized for each consumer.

¹ Source: University of Kansas Center for Developmental Disabilities and Virginia Commonwealth University

RS will authorize separately for job coaching in monthly increments consistent with the approved job coaching schedule.

Following the reports submitted within the first 10 days, monthly progress reports will be required on an ongoing basis, or the reports may be required more frequently if circumstances warrant.

Component 5: Stabilization achieved
Payment upon achievement of stabilization and RS Counselor approval of fading plan: \$100

From the time period of successful completion of 10 days on the job to the point of stabilization, the provider is expected to provide systematic, planned follow along services and supports to assure job retention. These functions will be funded by separate authorizations for job coaching at the rate of \$34 per hour. The provider is expected to notify the counselor of any issues, problems, or barriers which might affect the permanency of the placement.

Stabilization for D/SE consumers typically occurs when the consumer's performance requires job coaching for 20% or less of the hours worked and when this level of performance has been sustained for two consecutive weeks.

In addition to verifying that the stabilization criteria have been met, the provider will develop a fading plan based on performance benchmarks for reducing the number of job coaching hours to the point of successful case closure and extended services through non-VR sources

Payment will be authorized when the criteria for stabilization have been achieved and the RS Counselor has approved the fading plan.

RS will authorize separately for job coaching in monthly increments consistent with the approved job coaching schedule.

Component 6: Development of the plan for extended services
Payment upon approval of plan: \$100

An individual written plan describing the extended ongoing services must be developed and approved by the RS counselor. The extended ongoing service plan will describe the responsibility and commitment of the community service system to provide extended ongoing supports necessary to maintain employment once VR services cease. The contractor must have met with the consumer and counselor to develop this plan and it must be in agreement with the consumer's informed choice. The plan will not be

accepted before stabilization has occurred. If changes are needed prior to closure, the contractor is expected to modify the plan with no additional remuneration.

Payment will be authorized when the contractor meets the above stated expectations, provides the required written plan and the RS counselor has approved the plan. The consumer must indicate agreement with the plan by signing the completed plan. The consumer signature must represent informed consent. The consumer is to be asked to sign only fully completed forms.

**Component 7: Successful employment outcome and VR case closure
Payment upon achievement and documentation of outcome: \$1,000**

This component will be achieved when RS is able to close the case in successful competitive, integrated employment (Status 26). This means that the following criteria must be met:

- The consumer's performance requires job coaching at the extended service level identified in the long-term supports plan and this level of performance has been sustained for two consecutive weeks. (The extended service level is provided through the community service system after VR case closure. This extended service level may not be funded by VR dollars in accordance with federal regulations.)
- At the end of the appropriate period, not less than 90 days of unsubsidized employment after stabilization, the consumer and the RS counselor consider the job to be satisfactory and agree that the consumer is performing well in the job and no longer needs VR services.
- A summary report of services provided and strengths of the placement is provided to the RS counselor.
- GEI D/SE cases require employment of 20 hours per week. If this outcome is not met, RS will review information provided by the provider to assure the outcome is optimal for the consumer and supported by clear and convincing evidence.

Payment will be authorized when the RS counselor determines that these case closure criteria have been met and when the contractor provides the completed reports, information, and billing form, including the contractor signatures as well as documentation that the contractor has provided services as described in the consumer's individual action plan.

In the event that all of the above criteria have been met, and case closure is delayed due to issues not related to the consumer's employment, the RS Counselor may request an exception from the supervising Rehabilitation

Manager and Program Administrator to authorize the payment. Such an exception will be allowed only when the criteria above have been met and no other employment-related services are required.

IF A PLACEMENT IS NOT SUCCESSFULLY MAINTAINED

At any point in the D/SE process, if the placement is not successfully maintained the RS counselor may request an exception for the supervising Rehabilitation Manager and Program Administrator to approve the payments of Components 4-6 a second time by presenting thorough, specific, detailed information and data that supports the need to start the process over due to disability related unknown barriers to employment or unforeseen circumstances. In such cases, the RS Program Administrator will consider the needs and informed choice of the consumer as well as the performance history and capacity of the contractor.

GENERAL TERMS

D/SE is a payment-for-performance model that specifies points of payment based on successful completion of the requirements defined for each component. RS must pre-authorize in writing any and all services or components for which payment to the provider is expected.

Participating providers agree to provide the comprehensive, full scope of services and components specified in this description. The RS counselor will authorize payments upon completion of the requirements for each component.

Provider staff implementing any or all components of the D/SE service model must meet the qualification standards described on Page 2.

RS will not pay for components or services attained prior to VR eligibility.

The GEI team will work together to identify potential SE/GEI participants. However, the RS counselor must make a formal referral to the provider in order to initiate SE/GEI services. It is expected that the provider will accept or reject the referral for services within one week. Once the service provider accepts the referral, the counselor will provide a service authorization for one or more specified components. Additional components may be authorized as the case progress.

The contractor will abide by the standards outlined in the Provider Agreement, including maintaining the capacity to perform the expected duties as well as maintaining qualified staff to achieve the desired goals and outcomes.

Failure to move consumers from one component to the next in a reasonable amount of time, or failure to achieve successful closures for at least 60% of referrals within a one-year period may result in a suspension of new referrals and possible termination of the agreement.

Progress reports, at intervals no less than monthly and potentially more frequently as requested by the RS counselor, are required in all components and services. Individual authorizations can be withdrawn by either party with a 15-day written notice. Once a 15-day notice is given, activity should cease and additional payments will not be authorized for components reached via alternative methods. Payments will be authorized by the RS counselor as specified in each component.

In case of disagreement over payment between the RS counselor and contractor, the contractor may appeal to the RS Program Administrator for the Region. In case of continued dispute, the contractor may appeal to the RS Policy/Field Support Director at 785-368-7471.

This payment for-performance approach emphasizes payment for outcomes rather than process.

The contractor must consider all persons who are committed to integrated, competitive employment as an attainable goal. The contractor will notify the RS counselor in one week or less of the intent to accept or reject a referral for customized placement services. There is no guarantee of the number of authorizations to be provided by RS. Continued use of the services will be dependent upon the contractor's success in assisting the VR consumer to achieve and maintain competitive employment.

PERFORMANCE EVALUATION

The purpose of Accountability Benchmarks is to provide parameters for RS staff and contractors to review progress and outcomes on a regular schedule so that the team can address any potential issues before they become significant problems for the contractor and/or consumer. Providers will be expected to contribute to data collection efforts necessary to evaluate this service model. Benchmarks will be established through the GEI project evaluation process.

USE OF OTHER SERVICES IN CONJUNCTION WITH D/SE

Job coaching may be provided in conjunction with D/SE. Use Service Code 575, Level 3. When job coaching (Service Code 575) is provided in

conjunction with D/SE, the instructional plan may be used in lieu of the job coaching action plan normally required under Service Code 575.

Job preparation, community-based work assessments and community-based job tryouts may not be provided in conjunction with D/SE. On-the-job training may not be authorized in addition to the D/SE model.