

Supported Employment in Practice

An Overview of Supported Employment Programs and Practices



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About Us



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About HomeBase



HomeBase is a San Francisco-based nonprofit public interest law firm that provides legal and technical assistance. We work on the local, state, and national level to support communities in implementing responses to homelessness.



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Our Goals for Today

- **Best Practices:** Understand best practices in the provision of high-quality supported employment services (the Fidelity model)
- **Washington's 1115 Medicaid Waiver:** Understand the supported employment services and eligible persons that are covered under Washington's Section 1115 Medicaid Waiver



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Model Practices

An Overview of Supported Employment Services and Best Practices



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Supported Employment & Supportive Housing



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The IPS Model

Individual Placement and Support (IPS)

IPS supported employment is an evidence-based practice designed to assist individuals with significant barriers to work in regular jobs related to their work preferences



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Core Principles of Supported Employment Programs

- **Open to All:** Every person who wants to work is eligible
- **Competitive Jobs:** Clients are assisted to obtain regular jobs
- **Integration with Treatment:** IPS services are integrated with mental health treatment
- **Personalization:** Personalized benefit planning is provided
- **Immediate Job Search:** Job search begins as soon as people express interest
- **Relationships with Employers:** Employment specialists build relationships with employers based upon their clients' work preferences
- **No Time Limits:** No time limits are placed on the provision of individual job supports
- **Client-Focused:** Client preferences are honored



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Types of Services

- Appropriate combination of:
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 - Job placement
 - Job development
 - Negotiation with prospective employers
 - Job analysis
 - Job carving
 - Training and systemic instructions
 - Job coaching
- Support to establish or maintain self-employment (i.e., home-based self-employment)
- Benefits support
- Training and planning
- Transportation
- Asset development and career advancement services
- Other workplace support services (including services not specifically related to job skills training that enable a person to better integrate into the job setting)



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Planning and Evaluating Your Implementation



Fidelity Scale

A tool used to measure the implementation of an evidence-based best practice



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In a Supported Employment Context...

IPS Supported Employment Fidelity Scale

A tool used to measure the implementation of the IPS supported employment model that can be used to:

- Serve as a **roadmap** for implementation
- **Differentiate** between programs based on implementation level
- **Monitor** programs over the course of development



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How It Works

- **Three Sections:** The IPS Supported Employment Fidelity Scale is divided into three sections, each of which are focus on a certain type current behavior and/or activities: Staffing, Organization, and Services
- **Scoring:** Each item is rated on a scale of 1-5, with 1 indicating no implementation and 5 indicating full implementation

Download SAMHSA's Guide to Evaluating Your Supported Employment Program
(which includes the Fidelity Scale) here:

<https://store.samhsa.gov/shin/content/SMA08-4365/EvaluatingYourProgram-SE.pdf>



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Supported Employment Best Practices: Staffing



Evaluation Criteria

Caseload Size



Best Practice / Full Implementation

Ratio of 25 or fewer clients per employment specialist



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Supported Employment Best Practices: Staffing



Evaluation Criteria

Vocational Services Staff



Best Practice / Full Implementation

Employment specialists provide only vocational services



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Supported Employment Best Practices: Staffing



Evaluation Criteria

Vocational Generalists



Best Practice / Full Implementation

Employment specialists carry out all six phases of employment service (including intake, engagement, assessment, job placement, job coaching, and follow-along supports)



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Supported Employment Best Practices: Organization



Evaluation Criteria

Integration of Rehabilitation with Mental Health Treatment



Best Practice / Full Implementation

- Employment specialists are attached to one or more case management treatment teams with shared decision-making;
- Attend one or more treatment meetings per week; and
- Have at least 3 consumer-related case manager contacts per week



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Supported Employment Best Practices: Organization



Evaluation Criteria

Vocational Unit



Best Practice / Full Implementation

- Employment specialists form a vocational unit with group supervision at least weekly
- Provide services for each other's cases and backup and support for each other



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Supported Employment Best Practices: Organization



Evaluation Criteria

Zero Exclusion Criteria



Best Practice / Full Implementation

- All consumers are encouraged to participate
- Several sources (self-referral, family members, self-help groups, etc.) solicit referrals



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Supported Employment Best Practices: Services



Evaluation Criteria

Ongoing, work-based vocational assessment



Best Practice / Full Implementation

- Vocational assessment is ongoing and occurs in community jobs.
- Minimal testing may occur but not as a prerequisite to the job search.
- Aims at problem-solving using environmental assessments and considering reasonable accommodations



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Supported Employment Best Practices: Services



Evaluation Criteria

Rapid Search for Competitive Jobs



Best Practice / Full Implementation

First contact with an employer about a competitive job is typically within 1 month after program entry



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Supported Employment Best Practices: Services



Evaluation Criteria

Individualized Job Search



Best Practice / Full Implementation

Most employer contacts are based on job choices, which reflect consumers' preferences and needs rather than the job market.



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Supported Employment Best Practices: Services



Evaluation Criteria

Diversity of Jobs Developed



Best Practice / Full Implementation

Employment specialists provide options for either the same types of jobs, e.g., janitorial, or jobs at the same work settings, less than 10% of the time.



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Supported Employment Best Practices: Services



Evaluation Criteria

Permanence of Jobs Developed



Best Practice / Full Implementation

Virtually all competitive jobs offered by employment specialists are permanent.



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Supported Employment Best Practices: Services



Evaluation Criteria

Jobs as Transitions



Best Practice / Full Implementation

Employment specialists help consumers end jobs when appropriate and offer to help them all find another job.



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Supported Employment Best Practices: Services



Evaluation Criteria

Follow Along Supports



Best Practice / Full Implementation

Most working consumers are provided flexible, follow-along supports that are individualized and ongoing.



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Supported Employment Best Practices: Services



Evaluation Criteria

Community-based Services



Best Practice / Full Implementation

Employment specialists spend 70% or more of time in community.



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Supported Employment Best Practices: Services



Evaluation Criteria

Assertive Engagement and Outreach



Best Practice / Full Implementation

- Employment specialists make multiple contacts as part of initial engagement and at least monthly on a time-unlimited basis when consumers stop attending the vocational service; and
- Employment specialists demonstrate tolerance of different levels of readiness using gentle encouragement.



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Hear From Your Peer: Mike Donegan, Supported Employment Manager, Downtown Emergency Service Center (Seattle)

- Benefits of fidelity reviews
- Benefits of dedicated Supported Employment staff



Learn More about DESC's Supported Employment Program at
<http://www.desc.org/employs.html>



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Case Study 1

Building Changes Employment Navigator and Rapid Rehousing Pilot – Seattle, WA

- **Target:** Homeless families receiving rapid rehousing
- **Goal:** Assist heads of homeless families to secure steady employment, increase earned income, and maintain stable housing



BUILDING CHANGES



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Case Study 1 (Cont'd)

Building Changes Employment Navigator and Rapid Rehousing Pilot – Seattle, WA

Component 1: Employment Navigator

- Staff person working for a workforce service provider
- Helps family build connections to local workforce programs and resources
- Works directly with heads of families to address unique barriers and needs

Component 2: Team Approach

- Family, Employment Navigator, RRH case manager, other service providers
- Meets regularly to consult with one another and coordinate with the family
- Connects families with other resources to overcome barriers to employment (e.g., legal aid, childcare, etc.)

Additional Program Components

- **Flex funds** (money for emergency services to immediately help a family maintain employment), **lasting support** (navigator prepares family for “benefit cliff” when income increases), and **learning cycle** (direct-service staff and supervisors evaluate pilot every 4-6 weeks)



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Building Changes Employment Navigator and Rapid Rehousing Pilot – Seattle, WA

Key Takeaways:

- Begin income and employment conversation as early as possible
- Develop and engage key workforce partners
- Availability of flexible financial assistance is important
- Sustainability: use data, best practices, and partnerships to build the case
- Leverage QIOA and other funding options

Challenges

- Data coordination across systems
- Inherent tension with RRH approach



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Case Study 2

National Alliance on Mental Illness (NAMI) Metro Suburban – Chicago, IL

Services for Candidates/Clients:

- Career planning, focused on personal goals and preferences
- Individualized coaching, mock interviews, and on-the-job support to help foster strong employer-employee relationships

Services for Employers:

- No cost to employers
- Pre-screening to match candidate skills with employer needs
- Connection to resources/tax credits for employers employing persons with disabilities

Partners: Dollar Tree, Brookfield Zoo, Chicago Lighthouse, Riveredge Hospital, and more



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Washington's 1115 Medicaid Waiver Supported Employment Benefit

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Background



Washington State
Department of Social
& Health Services

Transforming lives

- **1115 Waivers:** Five-year demonstration project to expand eligibility, restructure funding or payment processes, or use Medicaid to fund any service for which the State can show a medical necessity
- **Washington:** Submitted a three-part 1115 waiver, including Initiative 3 – Provision of Targeted Foundational Community Supports



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Initiative 3 – Provision of Targeted Foundational Community Supports

- **Address Linkages:** Seeks to address linkages between unemployment, homelessness or housing instability, and poor physical and mental health
- **Supported Employment:** Creates targeted benefits for supportive housing and supported employment



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Covered Services

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 - Job analysis
 - Job carving
 - Training and systemic instructions
 - Job coaching
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Eligible Persons



- Aged, Blind, Disabled (ABD)/Housing & Essential Needs (HEN)
- Individuals with severe and persistent mental illness
- Individuals with multiple episodes of inpatient substance use treatment and/or co-occurring disorders
- Working age youth with behavioral health conditions
- Individuals eligible for long-term care services who have a traumatic brain injury



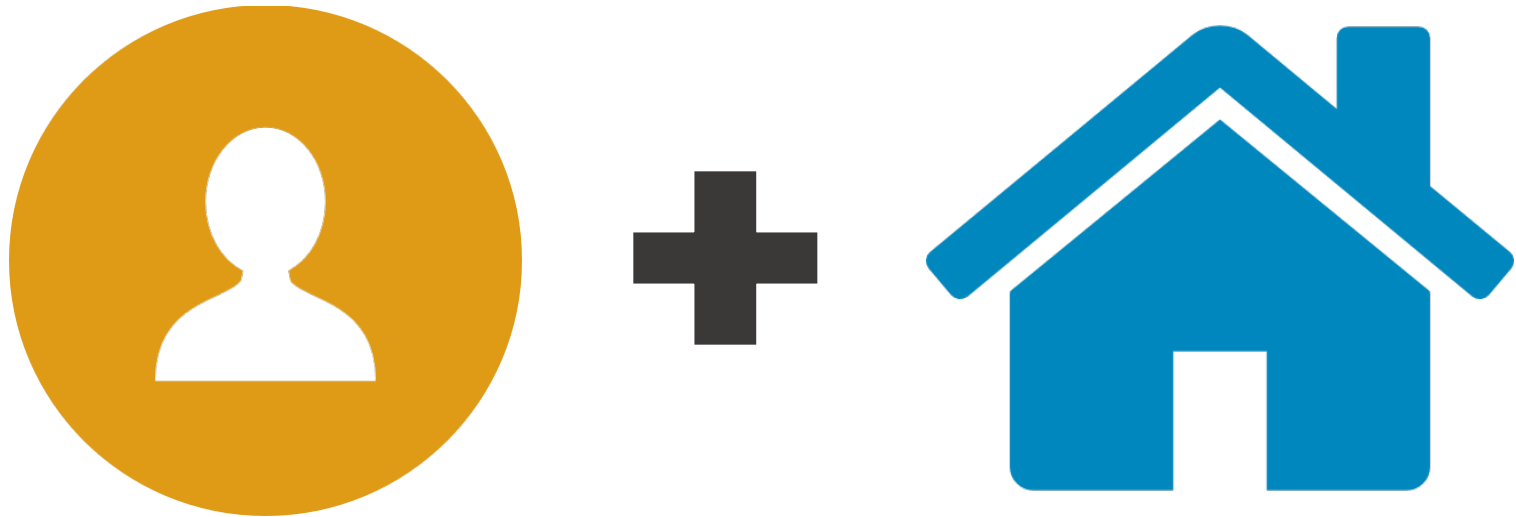
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Eligible Persons (Cont'd)



An individual may be eligible for both supported employment and supportive housing if he or she falls within eligible populations for each benefit and exhibits a medical functional need for both.



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Supported Employment Criteria

- **Managed Care Organizations (MCOs):**
 - Inability to live in an independent or family setting without support
 - At risk of serious harm to self or others
 - Dysfunction in role performance
 - Risk of deterioration
- **Behavioral Health Organizations (BHOs):**
 - Access to Care Standards
- **Aging and Long-Term Support Administration (ALTSA):**
 - Comprehensive Assessment and Reporting Evaluation (CARE)



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Contact Us

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Thank You!



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