

**SUPPORTED EMPLOYMENT (SE)
FIDELITY REPORT**

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To: Jennifer Baier
Senior Program Manager, Vocational Services

From: T.J. Eggsware, BSW, MA, LAC
Jeni Serrano, BS
ADHS Fidelity Reviewers

Method

On November 3-6, 2014, TJ Eggsware and Jeni Serrano (Fidelity Reviewers) completed a review of the VALLEYLIFE Supported Employment (SE) program. This review 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 members with a serious mental illness (SMI) 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 VALLEYLIFE, the referring clinics included PIR East Valley and Choices West McDowell.

VALLEYLIFE has been in operation for 47 years, first providing residential services to children with developmental disabilities. The Valley of the Sun school was founded in 1949; later it became the Valley of the Sun School and Habilitation Center. The agency was re-branded as VALLEYLIFE in 2009. Services include residential, adult day services, respite and personal care support for individuals in their home, and vocational training and assistance. The members served have diagnoses related to cognitive disabilities, cerebral palsy, Down syndrome, attention deficit hyperactivity disorder (ADHD), Alzheimer's, autism, serious mental illness, mobility/hearing/vision impairments and traumatic brain injury.

The individuals served through the agency are referred to as members. VALLEYLIFE staff who provide direct Supported Employment services are classified as Job Developers. The agency also has staff called Employment Specialists; however, their roles are to primarily oversee the operations of pre-job training activities at VALLEYLIFE workshops. As a result, their activities are entirely on site anchored in worksite activities. The Job Developers primarily work with members to search for jobs in the community, and the members they serve may also be connected to a VALLEYLIFE worksite program. Due to the staff titles at VALLEYLIFE, and delineation of responsibilities, those staff identified as Job Developers at the agency are considered the equivalent of Employment Specialists for the purposes of this review. (See specific recommendations below to help clarify these job roles.)

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

- Observation of a Supported Employment treatment team meeting.
- Observation of a Supported Employment group supervision meeting.
- Individual interview with the Program Manager/Supported Employment Leader for VALLEYLIFE's vocational services.
- Group interview with Employment Specialists and Job Developers.
- Group interview with seven members receiving services.
- Interview with a family member.
- Group interviews with clinic staff case managers and rehabilitation specialists at two locations.
- Review of ten records for members receiving services.

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:

- The staff at VALLEYLIFE convey an optimistic approach to assisting members with their employment searches and are committed to their goal of enhancing the lives of the members served.
- VALLEYLIFE has organizational processes in place on which the program can build as they move closer to the Supported Employment approach. One example is a recently developed tracking of member names, intake dates, program status, employment search activities, and those employed. Although this is a new process for the agency, there was evidence supervisors and staff recently started to incorporate the tracking into everyday activities and supervision.
- Clinic staff and VALLEYLIFE staff report no exclusionary criteria based on a member's functional status. Direct service staff at VALLEYLIFE report as long as a referral is received, and "they want to work" the program assists the member in their effort to obtain employment.
- A Vocational Profile was recently developed through the Regional Behavioral Health Authority (RBHA), and VALLEYLIFE has started using the profile at intake for new members the week prior to the review.
- The vocational unit meets every other Monday, and there was evidence of team collaboration to discuss the status of members. In some cases, employers are identified by name. This seems to support the program has developed some relationships in the community in order to provide supports to employers, as well as members, in the search for competitive employment.

- Member success stories and job search activities are discussed in the vocational unit meeting. Opportunities and barriers are also presented for discussion, with input from the Program Manager, and Job Developers.
- When members are searching for competitive employment, the program generally discourages members from only pursuing temporary positions, unless it is something the person wants to pursue.

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

- The program should review the position titles for Employment Specialists and Job Developers. Although some staff are titled Employment Specialists, their activities are based in worksite pre-job training, whereas other staff charged with the bulk of competitive employment searches are classified as Job Developers. The term Employment Specialist is misleading when applied to staff working in a role primarily anchored in workshop activities. Using consistent terminology across the system regarding similar positions may help to prevent member, family supports, or referring agency confusion regarding job duties. Also, the job title Employment Specialist, as structured at VALLEYLIFE, is not consistent with the Supported Employment approach and role responsibilities.
- A primary component of the service structure at VALLEYLIFE is based on pre-job training through worksite placements (referred to as enclaves by staff), paid through VALLEYLIFE. The pre-job training has a time-limited average service period of two to three months, after which some members transition to Job Developers to search for competitive employment. Although members may develop or enhance certain skills through these worksite programs, and there could be some overlap with competitive job searches during pre-job training activities, it is not clear if the initial skill development services lead to members obtaining competitive employment. However, the availability of the sheltered workshops does appear to be delaying the search for competitive positions. As VALLEYLIFE transitions fully into the Supported Employment model, the lasting benefit and value of the worksite programs to members should be reviewed.
- Due to the structure of VALLEYLIFE's worksite activities (sorting, repackaging, shrink wrapping, order fulfillment, print services, etc.), the program will need further technical assistance from the Regional Behavioral Health Authority (RBHA) to determine how it should structure those vocational services as they transition fully into evidence-based Supported Employment.
- VALLEYLIFE should review the member outcomes for those who enter the program and obtain competitive employment if they work directly with a Job Developer, versus those who enter the program and participate in the pre-job training paid activity. Both the outcome (i.e., whether the member was competitively employed or was no longer in employment services) and timeline for employment in the community, if achieved, should be considered.
- The agency uses a log to track, monitor and evaluate member status. This is incorporated into supervision, but the log does appear to be up to date in all areas. Supervisors should review the logs periodically for accuracy. Also, it is recommended the logs track the first face-to-face contact with employers after program entry. Although it may be necessary to complete online applications during job searches, face-to-face contacts with employers are important to developing relationships in the community.
- The RBHA should review the number of members who move from one provider to another for sheltered workshops. In some records reviewed, documentation indicated members previously worked through similar pre-job time limited programming with other employment providers. Although not a contributing factor in VALLEYLIFE's review, it may be an area of further monitoring at the RBHA level and may provide additional insight into how permanent jobs are explored across the system. The RBHA should consider monitoring employment programs to determine the number of members with a history of involvement in one or more pre-job training programs.

For those members identified, targeted assistance for the current Supported Employment provider (if there is one) may be beneficial to support the program in competitive job search activities.

- Overall, it is recommended the leadership from VALLEYLIFE work with the leadership from the 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:
 - Creating a clear understanding of the fundamental differences between evidence-based Supported Employment, and services at VALLEYLIFE which are still somewhat reliant on pre-job training activities.
 - 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 Job Developers to be the first contact with all members at intake, and then to provide ongoing services in order to ensure job search activities are prioritized on competitive employment.
 - The creation and implementation of specific strategies to achieve regular, consistent integration between Supported Employment services and other mental health services.

SE FIDELITY SCALE

Item #	Item	Rating	Rating Rationale	Recommendations
Staffing				
1	Caseload:	1 – 5 (5)	<p>VALLEYLIFE has two staff identified as Job Developers primarily responsible for assisting members with competitive job searches in the community, with an average caseload of 24.</p> <p>The staff referred to as Employment Specialists are not included when determining the average for this item due to the pre-job worksite training focus of those positions.</p>	<ul style="list-style-type: none"> VALLEYLIFE should review the classification of their staff. Since the Job Developers are primarily responsible for assisting members for competitive job searches, they may be better classified as Employment Specialists. Staff currently identified as Employment Specialists should be reclassified (e.g., worksite supervisor).
2	Vocational Services staff:	1 – 5 (5)	<p>The Job Developers provide only vocational services. At VALLEYLIFE, the vocational services provided by the Job Developers can occur while members are in the pre-job training programs.</p> <p>Some overlap in services occur with VALLEYLIFE staff classified as Job Developers and those classified as Employment Specialists (e.g., VALLEYLIFE Employment Specialists also complete intakes and provide office based job coaching services based on member preference). A member could begin services in pre-job training with an Employment Specialist, then transition to job development and placement (JD&P) services with a Job Developer, and if employed, decide to remain with the Job Developer or transition back to the Employment Specialist for job coaching.</p>	<ul style="list-style-type: none"> See recommendation for item one above. Preferably, the same staff person who completes the member intake continues to work with the member throughout services, minimizing any need for transition across staff.

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3	Vocational generalists:	1 – 5 (4)	<p>The two staff classified as Job Developers perform engagement, assessment, job development, job placement, job coaching and follow-along supports for members directly referred for JD&P services. As a result, those staff perform all phases of vocational service. However, job placement and job coaching activities performed by Job Developers as well as Employment Specialists tended to be office based versus in the community.</p> <p>Staff identified as Employment Specialists also perform some vocational services for members involved in pre-job training activities. Members involved in pre-job training activities can also receive services from a Job Developer. A member could potentially start services with an Employment Specialist, transition to a Job Developer after 60 – 90 days (when paid worksite activities through VALLEYLIFE ended), and if the member obtains competitive employment, could transition back to an Employment Specialist or remain with the Job Developer (based on the member’s preference).</p>	<ul style="list-style-type: none"> • Although the staff identified as Job Developers perform all phases of vocational services, there is overlap with other staff at the agency that perform services anchored in the VALLEYLIFE pre-job worksite activities. • The program should further evaluate the benefits of pre-job training activities with positions paid through the agency rather than competitive employers. • The program should consider reclassifying Job Developers as Employment Specialists to be consistent with the SE model. The program should then clearly identify the role of the Job Developers/Employment Specialists to include all phases of member vocational services, from program start date, through competitive employment, and ongoing job coaching.

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Organization				
1	Integration of rehabilitation with mental health treatment:	1 – 5 (1)	<p>In good fidelity Supported Employment programs, services are regularly and seamlessly integrated with other mental health services. The current structure of Supported Employment services in the system does not lend to integration. Case management and treatment team offices are located in separate buildings away from the Supported Employment program. The Job Developers are not attached to specific case management teams. There is no evidence VALLEYLIFE staff attends clinical team meetings at the referral sites.</p> <p>However, even with the separation, staff at VALLEYLIFE and the clinics reported a working relationship does exist between clinic RS staff and the provider. VALLEYLIFE direct service staff identified specific Rehabilitation Specialists (RS) at three clinic locations (SWN Osborn, Choices West McDowell, and PIR East Valley) with whom they felt strong coordinated service delivery efforts occur. Staffings are held at VALLEYLIFE. Also, documentation at two of the clinics and at VALLEYLIFE indicated staffings occur, usually at a monthly frequency, for members in the pre-job worksite activities.</p> <p>It is important to note these collaborative relationships are viewed as strengths, but due to lack of integrated team meetings attended by the Job Developer from VALLEYLIFE weekly, the area is not viewed as fully meeting fidelity criteria.</p>	<ul style="list-style-type: none"> VALLEYLIFE staff identified certain clinic RS staff with whom they had success coordinating member services. There may be aspects of those collaborative relationships that can be identified and expanded to other clinics, and the full clinical teams, to allow for improved integration of rehabilitation with mental health treatment. The system should review options to facilitate closer integration of Supported Employment providers with mental health treatment, so Job Developers are attached to one or more case management team, and attend one or more treatment team meetings per week. Ideally the case managers will meet at least weekly with the Job Developers and other providers (e.g., psychiatrist, nurse, substance abuse counselor). This relationship may be fostered by Job Developers sharing office space at the mental health centers. Services will improve through review of the SE referral process to determine if it can be streamlined and to clarify the required forms in a standard referral packet. It is recommended training is provided at all levels of the agency and clinics

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			<p>Additionally, if a member is working primarily with a Job Developer and not involved in worksite activities, it does not appear integrated meetings are consistently scheduled with the Job Developer and the clinical team.</p>	<p>regarding the key principles of evidence-based Supported Employment and the role it plays in recovery. Support materials can be found on the SAMHSA website and through the Dartmouth Psychiatric Research Center (PRC).</p>
2	Vocational Unit:	1 – 5 (4)	<p>Employment Specialists and Job Developers form a vocational unit and discuss cases between each other. The Job Developers provide services for each other's cases. Also, the Supported Employment leader provides direct services, making contact with members, employers, and involved supports.</p> <p>Beginning in October, 2014, the vocational unit has started meeting at least every other Monday, with plans to increase the frequency to weekly as part of the agency plan to move toward the Supported Employment model.</p>	<ul style="list-style-type: none"> • Ensure the Job Developers are meeting at least weekly for group supervision. • Staff at the referring clinics, including all staff that impact decisions to make referrals (e.g., Case Managers, Rehabilitation Specialists, Psychiatrists), and the Supported Employment service provider agency would benefit from additional training on the benefits of employment. As part of the training, consider inviting members who obtained competitive employment in the community to share their stories.

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3	Zero-exclusion criteria:	1 – 5 (4)	<p>Clinic staff generally indicated vocational services are available to all members, reporting anyone can be referred, and the program is obligated to help them work with job leads if they want to look for employment, even if a person is using substances. However, some staff at one clinic stated members who make good candidates for referral to VALLEYLIFE services are those the team views as motivated (e.g., attend all clinic appointments, and active coming to the clinic for appointments).</p> <p>Some staff at the clinic report a good candidate for services is someone who is “work ready,” with another staff adding if a member is not consistent going to the clinic for appointments, they most likely do not show up for work programs, and won’t be reliable. Although these comments were made, it appears the member’s stated preference to explore their vocational goal is the primary consideration over any clinical team screening that occurs. Staff at one clinic report they were not aware of any limitations VALLEYLIFE has on members who can be referred to the program.</p> <p>At VALLEYLIFE, all members are eligible and services are voluntary. However, referral sources are limited (i.e., clinical teams and VR involvement). VALLEYLIFE staff consistently reported services are provided as long as a referral is received, and “they want to work.”</p>	<ul style="list-style-type: none"> • VALLEYLIFE may benefit from expanding outreach efforts to increase referral sources (e.g., self-referrals, family, and groups). • RS staff have received introductory exposure to the Supported Employment approach, but other members of the clinical teams will benefit from further technical assistance and education through the RBHA due to the potential screening that appears to be occurring at some referring clinics. The training should be tailored to staff involved (e.g., CM as first team member who may be informed of a person’s desire to work, Psychiatrist or Nurse Practitioners who may influence the teams approach) 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. • If the RBHA is monitoring Supported Employment referrals by clinic, targeting training at clinics with lower

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				<p>frequencies of Supported Employment referrals could be beneficial. Engaging those providers to think about strategies they can use to engage members in vocational discussions could result in increased participation. As part of the training, engage providers in discussion regarding members who are employed, (i.e., whether they have more difficulty than others served with similar circumstances, and if not, this may challenge the belief that working could be harmful to members).</p> <ul style="list-style-type: none"> • It is recommended training is provided at all levels of the agency and clinics regarding the key principles of evidence-based Supported Employment and the role it plays in recovery. Support materials can be found on the SAMHSA website and through the Dartmouth Psychiatric Research Center (PRC).

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Services				
	Ongoing, work – based vocational assessment:	1 – 5 (3)	After referral to VALLEYLIFE, an intake packet with a Vocational Profile is completed for members. However, due to the recent introduction of the updated profile; all member records reviewed do not include the form. Other assessments were located, but it appears the program is in the process of revising those documents as well. For example, a self-assessment was revised and titled as an Intake Interview, so some records included the prior format. Another document was titled <i>Employment Indicators, Needs, Barriers and Job Readiness Checklist</i> .	<ul style="list-style-type: none"> • It may be difficult to fully implement Supported Employment while maintaining the worksite activities. VALLEYLIFE should obtain additional technical assistance from the RBHA regarding Supported Employment implementation and transitioning to the evidence-based Supported Employment model. • VALLEYLIFE should continue to evaluate the purpose of assessment documents or processes in place to determine if the updated Vocational Profile can replace those processes. The use of a central assessment document will help with more rapid access to competitive employment options. The use of other forms or assessment processes outside of the Vocational Profile should be discussed with the RBHA to determine if they are mandatory, or if the program services can be provided without additional forms.

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2	Rapid search for competitive jobs:	1 – 5 (2)	<p>Many members do not go directly to Job Development services to pursue employment, but rather start with pre-job paid work activities. This results in a two to three month (or more in some cases) delay in the search for competitive jobs. Based on agency tracking, there are delays in JD&P services of up to eight months in some cases, although other variables may have impacted the timeline (e.g., medical issues). At least some of the delay appears to be due to pre-job training activities. The lapse in rapid connection with JD&P services appears to delay the first contact with an employer, whether contact was face to face, or through online applications.</p> <p>Although the program tracks employment searches, it is difficult to determine the first face-to-face contact with employers due to the way data is tracked. Some note job fairs, some indicate online job searches (two of 32 members with a first employer contact), or do not identify the method of the first contact with competitive employers. Also, it does not appear all first employer contacts on the agency tracking document are for competitive jobs. For example, an employer contact for four of 32 members has positions set aside for individuals with disabilities based on their website.</p> <p>Staff at VALLEYLIFE report they inform members the pre-job training at the worksites are not forever jobs. However, one clinic staff highlights a frustrating aspect of the brief VALLEYLIFE</p>	<ul style="list-style-type: none"> • The function and lasting value of time limited worksite placement activities through VALLEYLIFE should be evaluated. This includes tracking the number of people who complete worksite activities and then go on to obtain competitive employment, the duration of time the person is in service with the provider prior to obtaining competitive employment, and whether it is with or without assistance from VALLEYLIFE. It may be difficult to maintain the worksite activities in conjunction with the Supported Employment program, and clear separation of these programs is recommended. If a member enters the program with a goal to obtain employment, competitive employment should be pursued as soon as possible through job development. • VALLEYLIFE has recently started tracking employment search activities. The Supported Employment supervisor should work with each Job Developer to track and document employment searches, with a focus on working in the community to build relationships with competitive employers. • Tracking logs should identify first face-to-face contact with employers.

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			<p>employment is that members consider the positions their jobs. The staff went on to note a member felt he was fired from employment following pre-job training, and the perceived loss of employment, compounded with frustrations from an extended job search after the pre-job training, contributed to the person withdrawing from other activities.</p>	<ul style="list-style-type: none"> The SE Supervisor should monitor tracking logs to ensure the program status and agency employment categories are accurate. Some members listed as employed, have a program status of pre-job training or job development versus job coaching. Some members listed as employed do not appear to be employed (e.g., incarcerated, or terminated from the listed position).
3	Individualized job search:	1 – 5 (2)	<p>Job worksites include: janitorial, clerical (e.g., document scanning), and warehouse. The worksite activities appear to be a primary paid work option offered to members at program entry, with 69 of 88 members on the agency tracking sheet listed as involved in pre-job training, and 19 listed as job development. However, a total of 42 of the 88 also listed a start date for JD&P services, which supports some effort to transition members to job development. Program management indicated 60 of 109 members work with a Job Developer, but some of those members are also in pre-job training.</p> <p>Service plans completed at referring clinics prior to services at VALLEYLIFE generally listed member goals of “obtaining employment.” The pre-job training activities at VALLEYLIFE are not considered competitive employment.</p> <p>VALLEYLIFE records include a self-assessment, and</p>	<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 goals prior to referrals to Supported Employment programs. Due to the reliance on RS staff to act as liaison, it is recommended to focus initial training efforts on those staff. VALLEYLIFE should review intake procedures, including the pre-service tour, to ensure members are engaged to consider competitive employment activities with assistance from Job Developers rather than possibly being steered to activities in the VALLEYLIFE worksite activities. Job Developers

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			<p>there were indications of employment goals (e.g., electrician) but worksite activities (e.g., janitorial) do not appear to directly relate to the stated employment goals in all cases. References on the self-assessments for some members indicate they knew what they wanted to do for work, but it is not clear how the information is considered when working with members in job searches because members are later involved in pre-job training activities. It appears in some cases members may want to earn money as quickly as possible, and a pre-job training program serves that purpose quickly. However, it is not clear if permanent employment is actively pursued with all members.</p> <p>The service plans at VALLEYLIFE do not seem to relate to member goals in all cases. For example, one member plan listed a goal to increase job readiness skills to obtain competitive employment; to demonstrate appropriate attendance at work as objective; to increase physical and mental stamina and to adhere to following direction by job coach. It is not clear if the member's changing goal or preferences are their own or influenced by staff based on options available at worksite locations.</p> <p>About 25% of employer contacts are based on job choices reflecting member preferences and needs rather than the job market.</p>	<p>should thoroughly discuss with members the long-term benefits of permanent, competitive employment in the community, versus short-term paid work activities through the agency.</p> <ul style="list-style-type: none"> • When identifying member preferences, the program should use the Vocational Profile as a guide to discuss type of work in addition to hours, location, supervision styles, and co-workers the member prefers to find a job that will be a good fit. This information can be gathered through discussions with the member, the member's family or friends, and other supports. Engaging the support system in the job search process may help stimulate discussion of member interests that can be explored, with the member having the final say in what jobs to pursue. The Vocational Profile should be a living document that is updated with each new job, change in education, etc. • The program has developed relationships with some employers. The program services will likely be improved by developing relationships with a wider base of competitive employers.

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4	Diversity of jobs developed:	1 – 5 (2)	<p>Due to member involvement in worksite activities, it does not appear VALLEYLIFE fully explores all potential employment opportunities for members. Based on report and VALLEYLIFE tracking, there are examples of job exploration outside of retail, warehouse, janitorial or foodservice, but at least one of those options tended to be referenced in all job searches listed. It is not clear if this apparent trend is due to members actually voicing a desire to pursue those specific employment options (due to involvement and skill development with VALLEYLIFE pre-job training activities) or other factors.</p> <p>According to evidence-based Supported Employment, each member entering Supported Employment services should have the opportunity to develop a specific, personally-meaningful employment goal with their own employment specialist shortly after entering Supported Employment services, and then pursue strategies for direct, individualized in- person employer contacts in a timely manner.</p> <p>VALLEYLIFE tracking forms indicate some variety in member employment positions, but there is a pattern of members employed in the same retail chain, even though VALLEYLIFE staff did report no two members were employed at the same store location.</p> <p>The current list of members paid through VALLEYLIFE worksites, and in similar retail</p>	<ul style="list-style-type: none"> As noted previously, VALLEYLIFE staff expresses a desire to assist members in obtaining permanent positions. With that goal as a foundation, the program may benefit from technical assistance from the RBHA to cultivate existing Job Developer skill sets in order to expand the types of employment options explored with members. VALLEYLIFE staff may benefit from training on how to build relationships with employers outside of targeted types of settings, to support individual member goals related to employment. As the vocational unit at VALLEYLIFE continues to share information across Job Developers, they may also be able to enhance their approach to expanded employment searches. VALLEYLIFE should track the competitive employment job starts for members, to include the type of job, employer (company and name of hiring manager), work hours, salary and other benefits if applicable. The program supervisor can incorporate the information into supervision regarding the diversity of positions developed or to assist Job Developers who may be struggling with job development. As the program builds relationships

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			<p>positions in the community, indicate that Job Developers provide options for either the same types of jobs, (e.g., retail, warehouse or janitorial), or jobs at the same work settings (e.g., call center), more than 50% of the time.</p>	<p>with employers, they may ask those employers to serve as references to other employers not familiar with the program.</p> <ul style="list-style-type: none"> As part of Job Developer training, it is recommended to include shadowing of other more seasoned Job Developers and Program Leads, so that less experienced Job Developers have the opportunity to observe staff in the field and the skills required to develop employer relationship.
5	Permanence of jobs developed:	1 – 5 (3)	<p>Both VALLEYLIFE staff and documentation reflect that many members are hired in pre-job training activities, which tend to be short-term. Although some of the members may also receive assistance with job searches while at the worksites, not all are involved in job development activities or permanent competitive employment searches.</p> <p>When job search activities are conducted with assistance of VALLEYLIFE, it is not clear if all positions are competitive, with one example of an employer with positions set aside for people with disabilities.</p> <p>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.</p>	<ul style="list-style-type: none"> In addition to technical assistance on the Supported Employment model, it is also recommended Job Developers 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 worksite activities. The program should review the lasting benefit of “enclave” short term employment paid through the program to members, and member outcomes (i.e., do members obtain competitive employment).

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			<p>Supported Employment focuses on helping people to get jobs that can lead to long-term employment or careers based on their own recovery vision.</p> <p>VALLEYLIFE staff report temporary positions are not encouraged, unless the member voices a desire to pursue one.</p> <p>Based on the information reviewed, it appears Job Developers provide options for permanent, competitive jobs about 50% of the time. This area is impacted by the number of members involved in VALLEYLIFE paid worksite activities, which are not considered permanent positions.</p>	
6	Jobs as transitions:	1 – 5 (5)	Job Developers help members end jobs when appropriate and offer to help them all find another job. VALLEYLIFE staff report no reasons they will not help a person if they wanted to work, including if a position ended (by choice or termination).	
7	Follow-along supports:	1 – 5 (4)	Follow-along supports are ongoing but provided to less than half the working members. Evidence of consistent follow-along supports was not located in all applicable records, but per staff report follow-along supports are not time limited.	<ul style="list-style-type: none"> • VALLEYLIFE should attempt to orient members and their supports to the opportunity for follow along supports. Preferably, follow along supports are provided to the members and the employers. • In addition, it is recommended VALLEYLIFE 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

Item #	Item	Rating	Rating Rationale	Recommendations
				members regarding the pros and cons of disclosure when pursuing competitive employment.
8	Community-based services:	1 – 5 (3)	<p>Staff identified as Job Developers were considered when determining the average time spent in the community. Those staff reported some of their time is spent in the main office of VALLEYLIFE, or at a worksite location, which is also considered in the office for the purposes of this review. VALLEYLIFE staff reported most contacts with members are face to face, with phone contact about 20% of the time. Although staff reported there is community contact with members, evidence of those types of contacts is limited based on member records reviewed. This area was also impacted due to Job Developer contacts with members involved in worksite activities (i.e., in the office). Additionally, the average time in the community would be negatively impacted if the staff at VALLEYLIFE identified as Employment Specialists were included in this area, due to their job duties occurring only in the office. This is another reason to differentiate the job titles to more closely align with actual responsibilities.</p> <p>The VALLEYLIFE staff identified in the role of Job Developers reported they provide services in the community approximately 53% - 75% of the time. However, based on records reviewed and members interviewed, many services appear to be based in the office, reflecting Job Developers spend closer to 40–59% of time in community.</p>	<ul style="list-style-type: none"> • VALLEYLIFE should complete a time study for about one week to identify potential challenges or conflicts to Job Developers spending more time in the community doing Supported Employment work, working toward the goal of 70% for each staff. After the first time study, the frequency can be decreased to every six months to a year. The results of the time studies can be discussed with the vocational team to brainstorm approaches to increase the time spent in the community. • If VALLEYLIFE programs move away from the pre-job training activities, the amount of time Job Developers provide services in the community will probably increase. As the services are structured now, there may be Job Developer contact with members at VALLEYLIFE paid worksite locations, which results in a higher ratio of office to community-based services.

Item #	Item	Rating	Rating Rationale	Recommendations
9	Assertive engagement and outreach:	1 – 5 (4)	Per VALLEYLIFE staff report, Job Developers generally make multiple outreach efforts (e.g., phone calls to member, phone calls to clinic, possible home visits to the member, worksite visits) as part of initial engagement, then may taper to approximately one to two months, and may terminate after four months if no contact or when the RS confirms the person no longer wants services.	<ul style="list-style-type: none"> • The purpose of assertive engagement and outreach related to Supported Employment is not only to assist the member in the search for competitive employment, but also to support members after they obtain a job through follow-along supports. It appears VALLEYLIFE has the capacity to outreach members who disengage from services, but services may improve if the agency develops a consistent engagement policy incorporating activities to occur in conjunction with calls to the person and the RS. • It is recommended VALLEYLIFE review engagement strategies to ensure they are ongoing for members employed, and include support options for employees as well as employers. If jobs end, Job Developers are more likely to be able to react nimbly to assist members in their job search.

SE FIDELITY SCALE SCORE SHEET		
Staffing	Rating Range	Score
1. Caseload	1 - 5	5
2. Vocational services staff	1 - 5	5
3. Vocational generalists	1 - 5	4
Organizational	Rating Range	Score
1. Integration of rehabilitation with mental health treatment	1 - 5	1
2. Vocational unit	1 - 5	4
3. Zero-exclusion criteria	1 - 5	4
Services	Rating Range	Score
1. Ongoing work-based assessment	1 - 5	3
2. Rapid search for competitive jobs	1 - 5	2
3. Individual job search	1 - 5	2
4. Diversity of jobs developed	1 - 5	2
5. Permanence of jobs developed	1 - 5	3
6. Jobs as transitions	1 - 5	5
7. Follow-along supports	1 - 5	4
8. Community-based services	1 - 5	3
9. Assertive engagement and outreach	1 - 5	4
Total Score		51
Total Possible Score		75

