



BHDDH Division of Developmental Disabilities PERSON-CENTERED SUPPORTED EMPLOYMENT PERFORMANCE PROGRAM OVERVIEW AND APPLICATION GUIDANCE

I. PURPOSE

BHDDH is implementing a performance-based program to promote the expansion of integrated employment for clients of the Division of Developmental Disabilities.

Performance-based contracts will be offered for Supported Employment services to individuals in the target populations. The contracts will link funding to graduated levels of provider achievement of quality numerical targets and implementation timelines.

All services must be person-centered. Services and supports should be based on a holistic plan designed to meet the unique individual needs of a person in the integrated communities in which he/she is most likely to spend the majority of his/her time. Person-centered planning teams should be designed to meet the unique breadth and depth of each individual's needs.

II. SUPPORTED EMPLOYMENT PLACEMENT DEFINITION

Supported Employment Placement is defined as the provision of Supported Employment Services in an integrated employment setting:

1. Where the individual is compensated at or above Rhode Island's minimum wage, but not less than the customary wage and level of benefits paid by the employer for the same or similar work performed by individuals without disabilities;
2. Where the individual works the maximum number of hours consistent with his/her abilities and preferences, but not less than the minimum required:

Tier A: Minimum hours 10	Tier D: Minimum Hours 4
Tier B: Minimum Hours 8	Tier E: Minimum Hours 4
Tier C: Minimum Hours 6	
3. That allows individuals with disabilities to interact with individuals without disabilities in an employment setting to the fullest extent possible for the individual; and
4. That offers individuals with disabilities the same opportunity as individuals without disabilities:
 - a. To access community opportunities at times, frequencies, and with persons of their choosing during appropriate times when the individual is not working, such as on breaks, during lunch, and before and after the work day;
 - b. For promotion and/or advancement opportunities; and
 - c. To perform tasks or work activities that match the interests, preferences, and skills of the worker.

All Supported Employment Placements shall be based on an individual's capabilities, strengths, and preferences, and shall be individually tailored to each person and may include self-employment. Working from an individual's home as part of self-employment may be a Supported Employment Placement if made as an informed choice by the individual, and is subject to review.

III. FUNDING

BHDDH will fund this program using \$6.8M of FY2017 budgeted funds. These funds will be available to participating provider agencies and self-directed clients in addition to clients' current day and employment funding packages. Funds under this Person Centered Supported Employment Services Performance Program will be disbursed to provider agencies and self-directed clients when system and individual performance goals are met.

Period of Performance

This phase will run through June 30, 2017.

IV. PROGRAM OVERVIEW

This program links the disbursement of funds to provider and self-directed client achievement of performance goals, numerical targets, and implementation timelines. The first round of the program will be implemented from October 2016 through June 2017. BHDDH anticipates using data collected during the first half of the program to inform the next half.

This program is meant to promote the increased utilization of supported employment services to improve integrated employment outcomes for individuals with developmental disabilities. It is meant to build upon the existing supported employment services.

A. Existing Services

Currently, agencies are authorized to provide and bill for the following Service Categories:

- Prevocational training
- Employment based job assessment
- Employment based job development
- Employment based job coaching
- Employment based job retention

These billing service categories allow agencies and self-directed clients to provide and receive reimbursement for career exploration/discovery services, vocational situational assessments, work trials, development of job seeker profiles, job search and job placement, job training and job support, support coordination, and transportation services.

The following services can be billed through the current rate structure:

- **Person-Centered Planning:** is an ongoing process used to help people with disabilities plan for their future. In person-centered planning, groups of people focus on an individual and that person's vision of what they would like to do in the future. This team meets with the individual to identify opportunities for him/her to develop personal relationships, participate in their community, increase control over their own lives, and develop the skills and abilities needed to achieve these goals.
Timeframe: 6 hours maximum for this component
Service Category: Employment Based – Assessment
- **Discovery (Career Exploration):** provides, in a nontraditional, common sense form, the information needed to determine the strengths, needs, and interests of any person with complex life issues. By definition discovery is to gain insight or knowledge of something previously unseen or unknown; to notice or realize; to make known, reveal, disclose.
Timeframe: 90 day maximum for this component
Service Category: Employment Based - Assessment
- **Skills Training:** a skill, ability and/or capacity acquired through deliberate, systematic, and sustained effort to smoothly and adaptively carryout complex activities or job functions involving ideas (cognitive skills), things (technical skills), and/or people (interpersonal skills). This can be through volunteerism, work trials, employer sponsored training programs in integrated settings, fee for service training programs.
Timeframe: 12 weeks maximum unless extension authorized in writing by the Division.
Service Category: Prevocational Training
- **Career and Job Development:** This is the process of collecting information, reviewing experiences, likes, and interests in a comprehensive career development plan (CDP) to outline and develop a vocational goal. The exercise and activities involved with seeking, securing, and maintaining employment.
Timeframe: 6 months for job search, unless extension authorized in writing by the Division.
Service Category: Employment Based - Job Development
- **Placement:** Entering full-time or, if appropriate, part-time competitive employment in the integrated labor market to the greatest extent practicable; supported employment; or other type of employment, including self-employment, telecommuting, or business ownership, that is consistent with an individual's strengths, resources, priorities, concerns, abilities, capabilities, interests, and informed choice.
Timeframe: 3-6 months; additional authorization periods continuously available for extension, continuation, or new distinct placement.
Service Category: Employment Based - Job Development while in job search activities; Job Coaching upon securing employment and the need for onsite support.

- **Job Coaching:** Refers to the training of an employee by an approved specialist, who uses structured intervention techniques to help the employee learn to perform job tasks to the employer's specifications and to learn the interpersonal skills necessary to be accepted as a worker at the job site and in related community.
Timeframe: 6 months; additional authorization periods continuously available for extension, continuation or coaching in a new distinct placement.
Service Category: Employment Based - Job Coaching
- **Benefits Counseling:** Enables job seekers/beneficiaries with disabilities to make informed choices about work and supports working beneficiaries to make a successful transition to self-sufficiency. An important planning tool for disability beneficiaries or any person who may be developing individualized services for a disability beneficiary who wants to start working or stay on the job. Planning provides current information about disability cash benefits, health insurance, scheduled continuing disability reviews, representative payee, and work history, as stored in the Division's electronic records.
Timeframe: Within 30 days of job placement.
Service Category: To Be Determined
- **Job Retention:** 30, 90, and 180 day benchmarks for services provided subsequent to the achievement of an employment outcome and necessary for a person to maintain, regain, or advance in employment consistent with the person's strengths, resources, priorities, concerns, abilities, capabilities, and interests.
Timeframe: 18 months; additional authorization periods continuously available for extension, continuation or job retention in a new distinct placement.
Service Category: Employment Based - Job Retention

All agencies and self-directed clients, whether participating in the Supported Employment Services Pilot Program or not, will collect measures to determine whether or not they are achieving integrated employment service timeframes, timely data submissions, and ultimately consumer satisfaction. These performance measures will be integral components of the agreements between BHDDH and the agencies/self-directed clients for Person Centered Supported Employment Services funding, and BHDDH will monitor performance and outcomes for all clients throughout the duration of the program.

B. New Service Package

Building on the existing payments for supported employment services, the new service package encourages these integrated employment and integrated day services to be provided in a graduated sequence leading to positive integrated employment outcomes. When agencies and self-directed clients meet certain agreed upon performance benchmarks, a performance payment will be provided to the agency or self-directed client in addition to the reimbursements they receive through the current billing structure.

V. PARTICIPATION REQUIREMENTS AND APPLICATION

Agencies and self-directed clients must submit an application and be approved by the BHDDH Application Review Committee to access program funds. Applications will include proposed performance goals, numerical targets, implementation timelines, and benchmarks related to assisting Consent Decree target population clients in accessing supported employment.

Applications may include a proposal to serve clients beyond the Consent Decree target populations, however a majority of Consent Decree target population clients must be included in each application.

These goals and benchmarks will serve as the basis for performance-based agreements between the Division and selected provider(s) or self-directed clients. As referenced above, program funds will be disbursed to providers or self-directed clients upon achievement of goals and benchmarks.

A. Goals and Benchmarks

Participating providers must develop goals and benchmarks related to three core components of integrated employment services:

- 1.) Credentialing Implementation** – Rhode Island needs to increase its capacity to provide integrated employment services. To participate in the Person Centered Supported Employment Services program, providers must provide documentation that they have an employment team established and the staff are credentialed to provide these employment services. Self-directed clients must provide credential documentation for each individual involved in developing and delivering the services under this Person Centered Supported Employment Services program. If providers submit evidence that they are CESP/ACRE certified, they will be eligible for an up-front participation payment. If self-directed clients submit evidence that an individual or individuals involved in developing and delivering the services under this program are CESP/ACRE certified, they will be eligible for an up-front participation payment.

If providers or those working with self-directed clients are not currently certified and need to gain credentials, they will be eligible for a participation payment if credentials are gained within a specified timeframe, payable upon completion. This training is offered frequently and providers will be given up to three months to enroll employment teams. If a provider does not comply with this core component they will not be eligible for performance payments.

Currently, the Sherlock Center offers four training sessions each semester. BHDDH will identify other training programs to acquire these credentials. Online training through the College of Direct Supports/College of Employment Supports will be available by November.

2.) Employment Team Structure - Providers will submit an outline of the supported employment model and team structure and specific details about the number of individuals they propose to serve under the Person-Centered Supported Employment Services Program during FY2017. The employment teams will need to meet the needs of the Consent Decree population(s) served, and providers will be required to describe the supported employment service model that enables their teams to meet specified performance measures and goals. Details about the employment specialist, job developer, job coaches, and job retention staff must be included in the application. Self-directed clients must submit details about the individual(s) who will provide services under the Person Centered Plan.

3.) Provider Performance Goals – Providers and self-directed clients must submit specified performance measures, numerical targets, implementation timelines, and goals that they expect to achieve while providing integrated employment services to the target population(s).

Providers and self-directed clients have substantial flexibility to propose innovative approaches and methods for themselves or any identified clients in the Consent Decree target population(s) who are served by their agency and may also include proposals to serve clients beyond the Consent Decree target populations.

Providers and self-directed clients must demonstrate that career development plans (CDPs) are complete for each individual served, and demonstrate that benefits counseling is completed prior to securing employment. Performance payments will not be made without these.

Applicants with existing agreements and plans for Consent Decree Conversion Trust Fund dollars will be required to outline plans to achieve these goals and demonstrate that the activities to be funded through the Person Centered Supported Employment Services program will be coordinated with and build upon their commitments to be achieved using the Conversion Trust Fund dollars.

The provider agency and BHDDH will jointly establish provider performance goals, numerical targets, and implementation timelines through the application process. These goals, targets, and timelines will be unique to each agency and will reflect the agency's current services array and supported employment efforts. They will also reflect the progress the agency needs to make to work with the clients to support their employment goals as proposed in the agency's application. Self-directed clients will also be required to work toward performance goals and employment activity milestone timelines as jointly agreed to by the client and BHDDH.

B. Target Population Requirements

Phase 1 - FY2017 Program Goal

More than 250 Consent Decree Target Population Members Enrolled in the Person Centered Supported Employment Services Program. However, BHDDH is not capping the participants in the FY17 Person Centered Supported Employment Services Program at a specific cohort amount.

In Phase I, the program is designed to support providers in moving more than 50 individuals from the Sheltered Workshop Target Population, more than 25 individuals from the Segregated Day Target Population, and all Youth Exiting Population into supported employment during FY17. **The Youth Exiting Population is a priority in this phase.** If a Provider is currently serving anyone in the Youth Exit Population who is unemployed, they should be included as a priority target group.

Agencies are encouraged to propose to work with a greater number of clients than the minimum Consent Decree annual targets for the state as a whole and are encouraged to do so as it is understood that each plan will be person-centered and that not all clients are going to progress toward employment in a linear way. Agencies can bring new participants into the Person Centered Supported Employment Services program in cases when an individual moves away from the employment pathway during the cycle.

Self-directed clients who are members of consent decree target populations are particularly encouraged to participate in the Person Centered Supported Employment Services program.

BHDDH will also review proposals to serve non-consent decree target population members under the Person Centered Supported Employment Services program.

C. Agencies Receiving Conversion Trust Fund Dollars

Agencies that have already received Conversion Trust Fund dollars to facilitate the transition to supported employment services must describe how those funds are being utilized. Describe how the new funds requested through this program will be coordinated with the Trust Fund dollars to increase the speed and efficacy of the transition to person-centered Supported Employment services. Address the impact on both the agency and the clients the agency is proposing to serve through the Person Centered Supported Employment Services Performance Program.

VI. APPLICATION PROCESS

Applications will be due by 3:00 PM on Monday, October 31. Five (5) printed copies should be mailed or delivered in person to:

BHDDH
Simpson Hall
6 Harrington Rd
Cranston, RI 02920
Attn: PCSEPP Application Review

Information Sessions

Information sessions will be held at BHDDH, Simpson Hall, First Floor Conference Room, 6 Harrington Rd, Cranston on the following dates:

Friday, October 14	9:00 AM	for Providers
Monday, October 17	10:00 AM	for Self-Directed Individuals and Families
Monday, October 17	2:00 PM	for Providers

Notification of awards are anticipated by mid-November.

VII. PERFORMANCE BENCHMARKS

Program funds are intended to reward providers who build service capacity and provide individualized and flexible services that help individuals secure and maintain employment, consistent with the individual's abilities and preferences. Services are to be provided within a timeframe that supports quality service delivery and strong outcomes for individuals. All Person Centered Supported Employment Services program funds are in addition to the existing billing rates for employment services and are based on employment outcomes.

The goal is to help individuals move toward employment using a performance benchmark structure based on outcomes that is differentiated by Tier level (higher performance payments for those in the higher/more complex tiers in recognition that it is more challenging to serve these clients and there may be more barriers to employment for these clients) and number of hours worked. Performance payment amounts will be determined after all agency applications for Phase 1 are received. A performance payment may be received once for each individual. If an individual is served by more than one provider, the one providing the benchmark service will receive the performance payment.

VIII. ACTIVE PROGRAM PERFORMANCE MANAGEMENT

The Person Centered Supported Employment Services program will be managed by a team within the Division of Development Disabilities (DDD) of BHDDH. The primary point of contact for this program will be the BHDDH Associate Director for Employment Services. This program will be managed using data to inform decision-making, generate problem solving for service delivery and individual barriers, and measure progress towards goals to understand the program's impact.

Each provider or self-directed client will enter into a Person Centered Supported Employment Services Program Agreement with BHDDH based upon the review and approval of the agency application including the level of need of client(s) to be served and the number of clients to be served.

A. Data Tracking and Reporting

Timely, complete, accurate, and accessible data is critical to this program and to understanding the impact integrated employment services have on individuals.

Participants will be required to submit monthly program reports to enable BHDDH to provide reliable information that will be used to determine performance payments and learn from providers about effective service delivery approaches for clients that will inform this pilot program and its potential continuance.

In addition, the Employment and Day Activities Report survey conducted by the Sherlock Center will capture more detailed data elements required for managing this program. This data provides complete information on both the employment and integrated day activities of this population, trackable at the individual level and collected on a quarterly basis. Surveys will need to be completed for all clients participating through an agency and by all self-directed clients participating in the Person Centered Supported Employment Services Program.

BHDDH will share monthly reports to all agencies and self-directed clients to gauge and track progress.

B. Strategy and Continuous Improvement Meetings

To foster BHDDH, provider, and enrolled client collaboration, improve data sharing, and increase problem solving, BHDDH will hold monthly Strategy Meetings with all participants in the Person Centered Supported Employment Services Program. During these meetings, BHDDH will share data to help inform service delivery as well as to understand how individuals are progressing through the service continuum toward employment and employment retention. These sessions will also identify provider and client challenges and provide an opportunity for flexible problem solving to ensure that the Person Centered Supported Employment Services

Program is meeting its underlying goal of promoting the expansion of integrated employment for Consent Decree target population members.

This structure will allow BHDDH, in consultation with providers, to revise performance benchmarks over the course of the year and resolve any concern regarding whether or not performance benchmarks are achieved. During these Continuous Improvement Meetings agencies, self-directed clients, and BHDDH will review the mutually agreed performance goals, numerical targets, and implementation timelines to ensure that the agreed to progress is being achieved on these measures and to discuss any revisions as necessary and appropriate.