

Category: **CLINICAL PRACTICE**  
Title: **EVIDENCE BASED SUPPORTED EMPLOYMENT  
(INDIVIDUAL PLACEMENT AND SUPPORT)**

Prior Approval Date: N/A  
Current Approval Date: 12/10/13  
Review Date: 12/10/13

Approved by:  12/10/13  
Executive Director Date

## I. ABSTRACT

This policy establishes that Macomb County Community Mental Health (MCCMH) shall provide evidence based supported employment services, also known as Individual Placement and Support, to MCCMH consumers.

## II. APPLICATION

This policy shall apply to all MCCMH Board directly-operated network provider employees, independent contractors, and volunteers; and MCCMH Board contracted network provider employees and volunteers.

## III. POLICY

It is the policy of the MCCMH Board to ensure that consumers with severe mental illness, developmental disabilities or co-occurring disorders are assisted in identifying, acquiring, and maintaining competitive, integrated, supported employment in the community.

## IV. DEFINITIONS

### A. Benefits Counselor

MCCMH supported employment staff member who provides information to consumers about the impact of employment upon their receipt of any current government payment.

B. Care Manager

A mental health professional who assists in the planning, coordination, monitoring, and evaluation of medical and behavioral services for a consumer with emphasis on quality of care, continuity of services, and cost-effectiveness.

C. Competitive Employment

Work -

- (i) In the competitive labor market that is performed on a full-time or part-time basis in an integrated setting; and
- (ii) For which an individual is compensated at or above the 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 who are not disabled.

D. Employment Outcome

Individual jobs that anyone can apply for rather than jobs created specifically for people with disabilities. These jobs pay at least minimum wage or the customary wage and level of benefits paid by the employer for the same or similar work by individuals who are not disabled. Further, the jobs do not have artificial time limits imposed by the social service agency.

E. Employment Services

There are six phases of employment services: Program Intake, Engagement, Skill Set Identification, Job Development/Placement, Job Coaching, and Time-Unlimited Supports.

F. Employment Specialist

MCCMH supported employment staff member who provides employment services by helping consumers obtain and sustain employment that is consistent with their vocational goals and recovery.

G. Evidence Based Practice

An interdisciplinary approach to clinical practice that is validated by documented scientific evidence as opposed to approaches that are based on tradition, convention, belief, or anecdotal evidence.

H. Integrated Setting

- (i) With respect to the provision of services, means a setting typically found in the community in which applicants or other eligible individuals interact with non-disabled individuals other than non-disabled individuals who are providing services to those applicants or eligible individuals;
- (ii) With respect to an employment outcome, means a setting typically found in the community in which applicants or other eligible individuals interact with non-disabled individuals other than non-disabled individuals who are providing services to those applicants or eligible individuals, to the same extent that non-disabled individuals in comparable positions interact with other persons.

I. Meaningful Activity

A personal process to determine activities that provide significance to the life of an individual. Examples include Clubhouse programs, volunteering, hobbies, education, vocation, and other forms of community engagement.

J. Michigan Rehabilitative Services (MRS)

MRS is a vocational rehabilitative service that works with individuals with disabilities and employers to achieve quality employment outcomes and independence.

K. Stakeholder(s)

Mental Health Agency personnel at all levels, network providers, and consumer and family representatives.

L. Supports

Services and resources which benefit the consumer.

M. Treatment Team

MCCMH mental health professionals who work together to deliver services to consumers.

## V. STANDARDS

### A. Principles of Supported Employment

1. Eligibility

All consumers who want to participate are eligible.

- a) All consumers interested in working have access to supported employment services regardless of job readiness factors.
- b) Access occurs during all phases of employment.
- c) MCCMH shall not exclude any consumer through the use of any formal or informal screening criteria, including vocational rehabilitation screening.
- d) Consumer outreach continues until the consumer no longer desires employment.

2. Integration

Supported employment services are closely coordinated with other mental health rehabilitation and clinical treatment services, through participation by the Employment Specialist in mental health treatment team meetings, to create a comprehensive treatment program.

- a) MCCMH intake and person centered planning includes questions regarding employment interest.
- b) Documentation of employment services is integrated into the mental health treatment record.
- c) A vocation profile is established and updated as necessary.
- d) Any stakeholder may provide referrals to the Supported Employment Leader.



3. Goal  
Supported Employment staff assists consumers in obtaining a favorable employment outcome or meaningful activity.
4. Benefits Counseling  
Benefits Counselor communicates the impact of employment upon consumer benefits availability prior to starting a job and when the consumer considers changing any facet of employment (e.g. work hours, pay) that might impact benefits. Care management activities are referred back to the Care Manager.
5. Immediate Implementation  
A MCCMH consumer's participation in supported employment is immediate upon consumer indication of a desire to participate. MCCMH supported employment staff shall provide an individualized, rapid job search for competitive employment and job development with prospective employers on behalf of the consumer.
6. Individualized, Continuous Supports  
Ongoing, continuous supports are provided, as needed, until the consumer becomes independent.
  - a) Supports include ongoing, work-based vocational assessment; on the job consumer instruction; and treatment team meetings to analyze job loss, job problems and job successes.
  - b) Supports are provided for both the consumer and the employer, as necessary, and are based on the needs of the individual until the consumer is ready to be transitioned to step down supports.
  - c) Supports are provided in the event of a job loss.
7. Consumer Control  
All phases of the Supported Employment process are based on consumer preferences.
  - a) Consumer control includes the decision to disclose a psychiatric disability to the employer. The consumer is advised regarding the disclosure of specific information and how the disclosure relates to requesting accommodations.

**B. Employment Leadership Team**

1. A standing committee comprised of the Supported Employment Leader and, at a minimum, the most senior Employment Specialist.
2. The Employment Leadership Team shall develop compliance strategies for a fidelity plan, create employment initiatives, develop strategies to reduce services that occur in specialized settings, coordinate with vendors of employment services, focus on normalized community services utilization, engage in community outreach and disability awareness training, and develop any other strategies, as necessary, to promote the goal of supported employment for all consumers who desire it.

**C. Training**

1. Supported Employment Leader conducts weekly meetings to review client situations, identify strategies, and share job leads.
2. Supported Employment Leader accompanies the Employment Specialist, as necessary, in the field to improve skills by observing, modeling and providing feedback.
3. Supported Employment Leader trains staff, as needed, to ensure the goals of supported employment services are met.

**D. Employment Outcome Data**

Supported Employment Leader shall compile employment outcome data and provide the data in a timely and accurate manner to MDCH for review.

**E. Employment Goals/ Increases**

The consumer, with the assistance of the Supported Employment staff, identifies goals to improve program performance, at least quarterly, and achieve established employment goals/increases.

**F. Collaboration with Vocational Rehabilitation Counselors**

1. There is frequent contact to discuss shared clients, identify potential referrals, and establish strategies to improve consistency of vocational rehabilitation supports coordination with MCCMH consumers.
2. There are regularly scheduled in-person meetings between supported employment staff members and vocational rehabilitation service providers.

**G. Peer Support Specialists**

1. Individuals, in recovery from severe mental illness or co-occurring disorders, provide assistance to consumers and treatment teams with employment planning and supports while serving as role models for recovery.
2. Peer staff is trained in the person-centered planning approach that focuses beyond maintaining clinical stability toward meaningful community integration.

**VI. PROCEDURES**

**A. SUPPORTED EMPLOYMENT PROCESS FOR CONSUMERS WITH SEVERE MENTAL ILLNESS OR CO-OCCURRING DISORDER**

1. Stakeholder makes referral to Supported Employment Leader, using the procedure identified by the Supported Employment Leader, when



- the consumer requests employment. The request for employment is incorporated into consumer's person centered plan.
2. Supported Employment Leader, or designee, conducts a meeting with the Care Manager and consumer to document the consumer's level of skills and training.
  3. The Employment Specialist, consumer, and other necessary stakeholders identify the skills set and goals of the consumer to decide on pursuit of a career, meaningful activity or explore other work options and interests.
  4. The Benefits Coordinator will advise the consumer about the effect that working will have on benefits and determine if consumer wants to pursue employment or engage in meaningful activity.
  5. In pursuit of employment, the Employment Specialist will help the consumer with resume development, search for and application to jobs, and mock interview practice.
  6. After job placement, the consumer receives benefits counseling, as needed. Also, the consumer receives ongoing support services, including assistance during episodic occurrences of need as related to employment.

**B. SUPPORTED EMPLOYMENT PROCESS FOR CONSUMERS WITH DEVELOPMENTAL DISABILITIES**

1. Stakeholder makes referral to Supported Employment Leader, using the procedure identified by the Supported Employment Leader, when the consumer requests employment. The request for employment is incorporated into the consumer's person centered plan.
2. Supported Employment Leader, or designee, conducts a meeting with the Care Manager and consumer to document the consumer's level of skills and training.
3. The Employment Specialist, consumer, and other necessary stakeholders identify the skills set and goals of the consumer to decide on pursuit of a career, meaningful activity, or explore other work options and interests.
4. The Benefits Coordinator will advise the consumer about the effect that employment will have on benefits and determine if the consumer wants to pursue employment or engage in meaningful activity.
5. In pursuit of employment, the Employment Specialist shall help the consumer with resume development, search for and application to jobs, and mock interview practice.
6. After job placement, the consumer receives benefits counseling, as needed. Also, the consumer receives ongoing support services, including assistance during episodic occurrences of need as related to employment. If necessary, consumer will receive job coaching assistance to learn and accurately carry out job duties. Job coaches provide one-on-one training tailored to the needs of the consumer-employee.

C. MICHIGAN REHABILITATIVE SERVICES PROCESS

1. If the consumer might qualify for MRS, then referral is made by the Care Manager to MRS. If eligible, the consumer participates in the MRS process until the case is closed and referral is made to MCCMH Care Manager for ongoing support services, as needed.

D. SUPPORTED EMPLOYMENT LEADER

1. Oversee the Supported Employment program by supervising Employment Specialists and being the administrative liaison to other coordinators within MCCMH.
2. Supervise Employment Specialists and Benefits Coordinator to ensure compliance with supported employment principles and procedures.
3. Assign supported employment referrals to Employment Specialists.
4. Provide monthly field monitoring of Employment Specialists.
5. Tracks employment outcomes.
6. Ensure compliance with Michigan Department of Community Health supported employment requirements.
7. Coordinate services with vocational rehabilitation referrals.
8. Coordinate services with other mental health departments and act as liaison to other MCCMH division coordinators.
9. Implement and assess compliance with a fidelity plan.
10. Train supported employment staff.
11. Ensure integration of Employment Specialists with treatment teams.
12. Fulfill all functions of Employment Specialist, except that percentage of direct service time in the community depends upon the amount of Employment Specialists supervision.

E. EMPLOYMENT SPECIALIST

1. Provide evidence based supported employment services to the consumer.
2. Comply with evidence based supported employment practices and procedures.
3. Assess consumer vocational functioning on an ongoing basis.
4. Establish and update, as necessary, a vocation profile.
5. Assist consumers in job development and search activities directed toward positions that are consistent with consumers' needs and interests.
6. Provide individualized, time-unlimited, follow along services to sustain consumer employment.
7. Provide employer education and support, as needed, which may include ~~negotiating with employers to secure job accommodations and follow-along contact.~~
8. Provide consumer outreach as long as consumer is interested in employment.



9. Meet regularly with mental health treatment teams to coordinate and integrate vocational services into mental health treatment.
10. Prepare and update, at least quarterly, individual employment plans with consumers, Care Managers, and other mental health treatment team members.
11. Spend at least 60% of direct service time in the community.
12. Refer care management activities to the Care Manager.
13. Carry out other duties as assigned.

F. CARE MANAGER

1. Refer consumer for supported employment services or vocational rehabilitation services.
2. Incorporate questions about employment interests into the consumer's individual plan of service.
3. The individual plan of service identifies the amount, scope, and duration of the supported/ integrated employment services.
4. Integrate documentation of employment services into the mental health treatment record.
5. Establish and update as necessary a vocation profile.
6. Provide care management activities as identified by the Employment Specialist or Benefits Counselor.

G. SUPPORTS COORDINATOR

1. Coordinate services for consumers within the developmental disabilities service delivery system.
2. Collaborate with other service providers and make appropriate referrals on behalf of the consumer.

H. BENEFITS COUNSELOR

1. Provide consumers comprehensive information about benefits and work incentives.
2. As needed, provide personalized benefit planning to consumers before, during, and after employment.
3. Refer care management activities to the Care Manager.



## **VII. REFERENCES/ LEGAL AUTHORITY**

- A. 34 C.F.R. 361
- B. MDCH Medicaid Managed Specialty Supports and Services Concurrent 1915(b)/(c) Waiver Program FY 14, Attachment C6.8.7.1
- C. Substance Abuse and Severe Mental Health Services Administration (SAMSHA) Supported Employment Kit
- D. Evidence Based Supported Employment Fidelity Review Manual and Scale, Dartmouth Psychiatric Research Center
- E. Medicaid Provider Manual, 17.3.M. Supported/ Integrated Employment Services
- F. DCH Site Review Interpretive Guidelines, B.13.2.15. Supported/ Integrated Employment Services