

## **SERVICE DESCRIPTION**

### **APPENDIX E: EMPLOYMENT RELATED – CUSTOMIZED PLACEMENT**

#### **KANSAS DEPARTMENT FOR CHILDREN AND FAMILIES**

##### **Rehabilitation Services**

#### **PAYMENT-FOR-PERFORMANCE – CUSTOMIZED PLACEMENT**

Rehabilitation Services (RS) is a state agency which provides vocational rehabilitation (VR) services to help people with disabilities achieve permanent, integrated, competitive employment consistent with their strengths, resources, priorities, concerns, abilities, capabilities, interests and informed choice. VR services are customized according to each consumer's needs and goals. Customized Placement is sometimes an essential VR service to assist and support consumers in achieving their employment goals.

The specific service(s) requested for any individual will be based upon the RS counselor analysis of all available information and data to determine the level and intensity of service needs.

Customized Placement is purposeful, direct, individualized consumer support to obtain and maintain work commensurate with the person's strengths, resources, priorities, concerns, abilities, capabilities, interests and informed choice. This service is designed for consumers who need more support than would be expected in Self-Directed or Guided Placement. Customized Placement must result in individual, integrated, permanent, unsubsidized work consistent with the consumer's vocational objective and be based upon an individualized action plan. Community service providers who agree to provide these services will do so by meeting and/or exceeding the expectations delineated in this payment-for-performance service description before seeking remuneration.

Customized Placement for VR consumers is comprised of several components and options depending upon the needs of the individual and the RS counselor decision on required level of services as indicated on the Individualized Plan for Employment (IPE). The consumer will be in agreement with the IPE as per RS Policy: Section 3, Part 1, and effective April 26, 2005.

RS will not pay for components or services attained prior to eligibility determination or IPE Development, or without prior commitment and written authorization to purchase those services.

This payment-for-performance model specifies points of payment to the contractor based on successful completion of the requirements defined for each Component. RS

must pre-authorize any and all services before the contractor can expect payment for any services or components. The RS counselor will notify the contractor of a potential referral for services. It is expected that the contractor will accept or reject the referral for services within one week. Once the contractor accepts the referral, the counselor will authorize the Customized Placement components needed to achieve successful closure. The RS counselor will authorize individual component payments as completed.

The contractor will abide by the standards outlined in the Provider Agreement, including maintaining the capacity to perform the expected duties as well as maintaining qualified staff (i.e.: see <http://www.crprcep7.org/reference/13competencies.pdf>) to achieve the desired goals and outcomes. Failure to move consumers from one component to the next in a reasonable amount of time, or failure to achieve successful closures for at least 60% of referrals within a one-year period will result in a suspension of new referrals and possible termination of the agreement.

### **Component 1: Job Development Action Plan - Rate \$500**

An individual job development action plan must be written by the contractor with consumer input and agreement, and approved by the RS counselor. This job development action plan should be completed within 2 weeks after accepting the authorization, and will describe the individual steps (actions) and objectives which will be taken to obtain integrated, competitive employment consistent with the consumer's IPE goals. This plan should include details for accommodations, job matching, job development, job carving, building relationships with the employer, interview skills, follow along, and an analysis of the labor market. The contractor must have met with the consumer and counselor to develop this plan and it must be in agreement with the consumer's informed choice.

- When the RS Counselor has determined that a "supported employment" plan is necessary, the contractor will include details describing objective stabilization criteria in placement. (Supported employment determination will be based upon 34 CFR Part 361, 53 – 56 of the Final Regulations of the Rehabilitation Act)

Once the plan is approved, it is expected that the contractor will implement the action steps as soon as possible to develop, carve and/or find employment consistent with the plan and IPE goal. Individual, direct job development or job carving is often required in order to obtain placement consistent with the IPE goal.

Payment will be authorized when the contractor meets the above stated expectations, provides the required written job development action plan and documentation that the contractor has provided services. The consumer must indicate agreement with the plan by signing the completed plan. The consumer signature must represent informed consent. The consumer is to be asked to sign only fully completed forms.

- In exceptional circumstances, a consumer with a supported employment IPE may require significantly more intensive job development to obtain the best job match. Following the approved exception process, the RS counselor may request

(with manager approval, if appropriate) that the RS Program Administrator approve the payment of Job Development a second time by presenting thorough specific, detailed information and data that supports the exceptionality due to the intensity of disability related barriers to employment which interfere with placement and require significantly more effort, time and resources.

This Component must include:

- ❖ Individual, direct job development or job carving which requires active participation and involvement from the contractor in a placement consistent with the IPE goal.
- ❖ Development and identification of potential employers consistent with the consumer's vocational objective, skills, abilities and informed choice, as well as linking the consumer to those specific jobs leads. (Consumer-specific job development & job matching.)
- ❖ Action or activity which demonstrates involvement from the contractor to aid/assist the consumer in job options.
- ❖ Individual assistance to help consumers effectively apply for specific jobs.
- ❖ Consumer understanding of positive methods to build a relationship with the employer.
- ❖ Analysis of consumer interview skills and addressing any issues related to that analysis.
- ❖ Analysis of transportation options and needs related to specific available employment.
- ❖ Analysis of assistive technology or reasonable accommodation needs related to specific employment opportunities.

**Component 2: Placement in permanent, paid, integrated employment - Rate \$700**

Customized Placement must be integrated, permanent, unsubsidized work consistent with the consumer's vocational objective, skills, abilities and informed choice. Consumer and counselor must agree that the Customized Placement is consistent with the IPE goals. Employment must occur within 120 days of the authorization or the authorization may be rescinded. On an individual basis, the consumer's needs and informed choice will affect where and how support is provided.

This Component must include:

- ❖ Analysis of assistive technology or reasonable accommodation needs related to specific employment opportunities.
- ❖ Counselor verification that the consumer is still satisfied with the placement after 10 working days of success on the job and working the maximum hours as described in the IPE.
- ❖ An assessment of the consumer's short-term work orientation skills.
- ❖ Monthly progress reports and more frequently if indicated by the individual action plan.
- ❖ Systematic, planned follow along services and supports to assure job retention as defined in the action steps of the approved plan.

- ❖ Notification of any issues, problems, or barriers which might affect the permanency of the placement.

This Component may include:

- ❖ Short-term work orientation as determined by the required assessment of skills.

Payment will be authorized when the contractor meets the above stated expectations, including 10 working days successfully on the job, provides the required reports and information in an approved format, signed by the contractor, including information on the specific placement, documentation that the contractor has provided services as described in the consumer's individual action plan, and the RS counselor is able to verify the information directly with the consumer.

- In the event that a placement is not successfully maintained, following the approved exception process, the RS counselor may request (with manager approval, if appropriate) that the RS Program Administrator approve the payment of Component 2 Placement a second time by presenting thorough, specific, detailed information and data that supports the need to start the process over due to disability related unknown barriers to employment or unforeseen circumstances. In such cases, the RS Program Administrator will consider the needs and informed choice of the consumer as well as the performance history and capacity of the contractor.

### **Component 3: \* (SE ONLY) Stabilization as defined in the Individualized Plan for Employment - Rate \$700**

This component is necessary only if the RS counselor and consumer have developed a "supported employment" plan. The primary outcome in component 3 is stabilization, which was individually determined and agreed upon prior to acceptance of the referral. Documentation must be presented to validate the attainment of such criteria. The consumer, RS counselor, and contractor must agree stabilization has been achieved.

These criteria will be individually determined for each consumer. In order to achieve the pre-established stabilization criteria, evidence and documentation should address all employment supports presented in the plan and/or subsequent modifications of the plan.

This component must include:

- ❖ Attainment of the pre-established criteria for stabilization. (See Component 1 – Job Development Action Plan completed).
- ❖ Refinement of specific ongoing services to maintain job stability.
- ❖ Consumer agreement.

Some areas that should be considered include, but are not limited to:

- ❖ Work related behaviors
- ❖ Amount/type of support needed to keep the job
- ❖ Attendance
- ❖ Interaction with co-workers and supervisors
- ❖ Medical/Mental Health supports
- ❖ Financial management supports
- ❖ Transportation supports

Payment will be authorized when the contractor meets the above stated expectations, provides the required reports and information in an approved format.

**Component 4: 45 Days of Continuous Successful Placement in permanent, paid, integrated employment - Rate \$800**

This component is achieved only if the original placement has been uninterrupted and remains integrated, permanent, unsubsidized work consistent with the consumer's vocational objective, skills, abilities and informed choice. These are calendar days which start the first day of unsubsidized employment. If there is a supported employment plan, the calendar days will start the first day after achieving stabilization. It will require a detailed, comprehensive report providing a full assessment of the status of the consumer on the job, including strengths, issues, concerns, and services expected to achieve successful closure.

This Component must include:

- ❖ Detailed report of a full assessment of the status of the consumer on this job, including strengths, issues, concerns, and services expected to achieve successful closure.
- ❖ Analysis of needs, assistive technology, reasonable accommodations, and services expected to achieve a successful closure.
- ❖ Report of the follow along services and supports provided and recommended to assure job retention as defined in the action steps of the approved plan.
- ❖ Notification and remediation or addressing possible solutions of any issues, problems, or barriers which might affect the permanency of the placement.

This Component may include:

- ❖ Separately authorized job coaching services as needed (See Job Coaching service description).
- ❖ Refinement of the planning and implementation of extended ongoing support structure from the community service system

On an individual basis, the consumer's choice to disclose his/her disability to the employer will affect where and how support is provided.

**Component 5: (SE ONLY) Extended Ongoing Service Plan Completed - Rate \$500**

When the RS counselor has determined a “supported employment” plan (34 CFR Part 361) is needed, an individual written plan describing the extended ongoing services must be developed and approved by the RS counselor. The extended ongoing service provision plan will describe the responsibility of the community service system to provide extended ongoing supports necessary to maintain employment once VR services cease. The contractor must have met with the consumer and counselor to develop this plan and it must be in agreement with the consumer’s informed choice. The plan will not be accepted before stabilization has occurred and the consumer has achieved 45 days of continuous successful placement. If changes are needed prior to closure, the contractor is expected to modify the plan with no additional remuneration.

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

**Component 6: Successful case closure due to permanent, paid, integrated employment - Rate \$1,300**

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

- ❖ At the end of the appropriate period, not less than 90 days of unsubsidized employment, the consumer and the RS counselor consider the job to be satisfactory and agree that the consumer is performing well in the job and no longer needs VR services.
- ❖ A summary report of services provided and strengths of the placement is provided to the RS counselor.

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

- Payment of Component 6 may be approved through the regionally established exception process if and only if, all of the criteria for closure has been met and no other employment services are required and closure of an individual is delayed due to non-work issues.

## **GENERAL TERMS**

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

In case of disagreement over payment between the RS counselor and contractor, the contractor may appeal to the RS Program Administrator for the Region. In case of continued dispute, the contractor may appeal to the RS Community Provider Manager.

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

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

## **PERFORMANCE EVALUATION**

The purpose of Accountability Benchmarks is to provide parameters for RS staff and contractors to review progress and outcomes on a regular schedule so that the team can address any potential issues before they become significant problems for the contractor and/or consumer. The guidelines are established to help improve the potential for reaching successful outcomes by developing strategies for improvement rather than imposing negative consequences at the end of a review period. The expectation is that contractors providing Customized Placement will have 80% of the persons served reaching employment for at least 10 days (Component 2). This should happen within 120 days of the plan development. 60% of all persons referred to a contractor should achieve a successful employment outcome with a minimum of 90 days of stability (Component 6). Program evaluation data will be reviewed on a quarterly basis so both the contractor and RS staff are aware of the outcomes and will determine what, if any, action will be taken to ensure success for the persons served.

## **RELATED SERVICES**

Job Coaching