



Jeffrey A. Meyers  
Commissioner

Katja S. Fox  
Director

STATE OF NEW HAMPSHIRE  
DEPARTMENT OF HEALTH AND HUMAN SERVICES  
*DIVISION FOR BEHAVIORAL HEALTH*  
*BUREAU OF MENTAL HEALTH SERVICES*

105 PLEASANT STREET, CONCORD, NH 03301  
603-271-5000 1-800-852-3345 Ext. 5000  
Fax: 603-271-5058 TDD Access: 1-800-735-2964  
[www.dhhs.nh.gov](http://www.dhhs.nh.gov)

July 2, 2018

Craig Amoth, CEO  
Greater Nashua Mental Health Center at Community Council  
100 West Pearl Street  
Nashua, NH 03060

Dear Mr. Amoth,

Enclosed is the Supported Employment Fidelity Report that was completed on behalf of the Division for Behavioral Health of the Department of Health and Human Services for Greater Nashua Mental Health Center at Community Council. This review took place from June 19, 2018 through June 20, 2018. The Fidelity Review is one component of compliance with the Community Mental Health Settlement Agreement to evaluate the quality of services and supports provided by New Hampshire's Community Mental Health Center system. It is also the goal that these reviews are supportive in nature and enable your Community Mental Health Center to identify areas of strength and areas in need of improvement. Through this, the outcomes and supportive services for all consumers will be improved.

GNMHC is invited to review the report and respond within 30 calendar days from date of this letter addressing the fidelity items listed below. These items have been chosen for your attention as your center scored a 3 or below on them. We ask that you develop a QIP for each item and then upon completion we will work together to prioritize at least 3 to focus on throughout the next 12 months. Please find attached the QIP template to utilize in your response. Please address these in a QIP to my attention, via e-mail, by the close of business on August 1, 2018.

- Staffing
  - S1: Caseload size
- Organization
  - O1: Integration of Rehab with MH TX through team assignment
  - O2: Integration of Rehab with MH TX through frequent contact
  - O5: Role of Employment Supervisor
  - O7: Agency Focus on Competitive Employment
  - O8: Executive Team Support for SE
- Services
  - SV2: Disclosure
  - SV3: Ongoing Work-based Vocational Assessment
  - SV4: Rapid Job Search for Competitive Employment
  - SV5: Individualized Job Search
  - SV6: Job Development-Frequent Employer Contact
  - SV7: Job Development-Quality of Employer Contact

Craig Amoth, CEO

7/2/2018

Page 2 of 2

- SV11: Individualized Follow-along Supports
- SV14: Assertive Engagement and Outreach by Integrated Team

Thank you to all of the GNMHC staff for the assistance and time they dedicated to this review. Please contact me with any questions or concerns you may have.

Sincerely,



Lauren Quann, MS  
Administrator of Operations  
Bureau of Mental Health Services  
[Lauren.Quann@dhhs.nh.gov](mailto:Lauren.Quann@dhhs.nh.gov)  
603-271-8376

LAQ/laq

Enclosures: GNMHC SE Fidelity Report SFY 2018  
CC: Karl Boisvert, Diana Lacey, Susan Drown, Julianne Carbin

---

*The Department of Health and Human Services' Mission is to join communities and families  
in providing opportunities for citizens to achieve health and independence.*

*The Department of Health and Human Services' Mission is to join communities and families  
in providing opportunities for citizens to achieve health and independence.*



***Supported Employment Fidelity Review***

***Greater Nashua Mental Health Center***

On Site Review Dates: June 19<sup>th</sup> & 20<sup>th</sup>, 2018

Final Report Date: July 2<sup>nd</sup>, 2018

David Lynde, LICSW  
Dartmouth Hitchcock Medical Center  
Evidenced-Based Practice Trainer & Consultant

Christine Powers, LICSW  
Dartmouth Hitchcock Medical Center  
Evidenced-Based Practice Trainer & Consultant

## **ACRONYMS**

ACT - Assertive Community Treatment  
BMHS - NH Bureau of Mental Health Services  
CMHC - Community Mental Health Center  
CSP - Community Support Program  
DHHS - Department of Health and Human Services  
DHMC - Dartmouth Hitchcock Medical Center  
EBP - Evidence-Based Practice  
ES - Employment Specialist  
MH - Mental Health  
MH Tx Team - Mental Health Treatment Team  
NH - New Hampshire  
NHH - New Hampshire Hospital  
PSA - Peer Support Agency  
QA - Quality Assurance  
QIP - Quality Improvement Program  
SAS - Substance Abuse Specialist  
SE - Supported Employment  
SMI - Severe Mental Illness  
SPMI - Severe and Persistent Mental Illness  
TL - Team Leader  
Tx - Treatment  
VR - Vocational Rehabilitation

## **AGENCY DESCRIPTION**

Christine Powers, LICSW and David Lynde, LICSW from Dartmouth Hitchcock Medical Center conducted an SE Fidelity Review with Greater Nashua Mental Health Center on June 19<sup>th</sup> and 20<sup>th</sup>, 2018. The Greater Nashua Mental Health Center SE team is based out of Nashua, NH.

## **METHODOLOGY**

The reviewers are grateful for the professional courtesies and work invested by the Greater Nashua Mental Health Center staff in developing and providing these activities as part of SE fidelity review process.

The sources of information used for this review included:

- Reviewing SE client records
- Reviewing documents regarding SE services
- Reviewing data from the SE team
- Observation of SE Supervision Meeting
- Observation of Integrated Mental Health Treatment Team Meeting
- Observation of job development with employer in the community
- Interviews with the following: Members of the Executive Leadership Team, SE Supervisor, Employment Specialists, Medication Prescriber, Agency Benefits Specialist, Mental Health Treatment Team Members, other CMHC staff, and a regional Vocational Rehabilitation counselor
- Meeting with SE clients
- Agency Tour

**KEY** = In effect = Not in effect**REVIEW FINDINGS AND RECOMMENDATIONS**

The following table includes: Fidelity items, numeric ratings, rating rationale, and recommendations. Ratings range from 1 to 5 with 5 being highest level of implementation.

#	Item	Rating	Rating Rationale	Recommendations
<b>STAFFING</b>				
1	Caseload Size	3	6 Employment Specialists are currently serving 153 clients in SE Services. The ratio of clients to Employment Specialists is 26:1.	<p>The SE Team Leader should carefully review with each Employment Specialist the clients on each of their caseloads to establish an accurate number of active SE clients, as well as those clients who should be transferred off SE services. The agency should have a plan to hire more employment specialists as the number of clients in SE services continues to increase.</p> <p>It is worth noting that the SE Team has 2 Employment Specialist vacancies. The SE Team might want to work with their Human Resources and Marketing departments to produce effective recruitment strategies for the 2 open SE positions.</p>
2	Employment Services Staff	5	Employment Specialists provide only SE services at least 96% of the time.	

#	Item	Rating	Rating Rationale	Recommendations
3	Vocational Generalists	4	<p>Employment Specialists carry out a full range of SE activities with clients including:</p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Program intake</li> <li><input checked="" type="checkbox"/> Engagement</li> <li><input checked="" type="checkbox"/> Assessment / completing vocational profiles</li> <li><input type="checkbox"/> Job development / placement</li> <li><input checked="" type="checkbox"/> Job coaching</li> <li><input checked="" type="checkbox"/> Follow along supports for employed clients.</li> </ul> <p>Employment Specialists sometimes provide job search and job development activities; however, the clinical records and other sources of information indicate that many clients do not receive job development services and some clients receive job development and job search services from VR vendors outside of GNMHC.</p>	<p>As a comprehensive employment model, SE is designed to provide the full range of employment services to all enrolled clients. It is important for the SE supervisor to assure that job development services, provided directly by the SE team is available to all SE clients. If the SE team decides to use Vocational Rehabilitation services for job development, this could be accomplished by contracting with VR for the SE team to be a Community Rehabilitation Provider, which would then financially support the Employment Specialist performing job development and job search for all SE clients</p>
<b>ORGANIZATION</b>				
1	Integration of Rehab w/MH Tx through team assignment	2	<p>Each Employment Specialist is attached to five or six mental health treatment teams.</p>	<p>The SE Team Leader should carefully restructure team assignments so that each Employment Specialist works with two teams that provide 90% or more of their caseload.</p> <p>Given the number of clients served by multiple treatment teams, it would be beneficial to hire at least one additional full time Employment Specialist in the near future. It is worth noting that the agency has Employment Specialist vacancies.</p>

#	Item	Rating	Rating Rationale	Recommendations
2	Integration of Rehab w/MH Tx through frequent contact	2	<ul style="list-style-type: none"> <li><input type="checkbox"/> Employment Specialists attend weekly mental health treatment team meetings.</li> <li><input type="checkbox"/> Employment Specialists participate actively in treatment team meetings with shared decision-making.</li> <li><input checked="" type="checkbox"/> Employment services documentation (i.e., vocational assessment/profile, employment plan, progress notes) is integrated into client's mental health treatment record.</li> <li><input checked="" type="checkbox"/> Employment Specialists' offices are in close proximity to (or shared with) their mental health treatment team members.</li> <li><input type="checkbox"/> Employment Specialists help the team think about employment for people who haven't yet been referred to SE services.</li> </ul> <p>While each Employment Specialist attends at least one treatment team meeting per week, they do not attend each weekly treatment team meetings for each team they have assigned clients from.</p> <p>There was significant variability in reports about what team meetings the Employment Specialists regularly attend and which Employment Specialist attends which team meetings. Given the variable attendance, it is difficult for Employment Specialists to think about employment for people who've not yet been referred to SE services and to engage in shared decision making. Some employment specialists stated they intentionally do not attend treatment team meetings as they have too many such meetings to attempt to attend on a weekly basis.</p>	<p>The SE Team Leader should establish a way for each Employment Specialist to attend treatment team meetings when they have assigned clients on a weekly basis. Employment Specialists should be attending these meetings for the full meeting time. Employment Specialists are not able to think about employment for people who are not yet in SE or participate actively with shared decision-making if they are not attending team meetings regularly on a weekly basis. Increasing contact with an integrated team provides a more cohesive team approach, keeping current on client goals and clinical information, learning about potential job leads, and assisting the team with identifying clients that may benefit from the SE program. One way to make this responsibility achievable is to restructure team assignment so that each Employment Specialist works with only one to two treatment teams. Please see Recommendation in Item above- Integration of Rehab w/MH tx through team assignment.</p> <p>When the agency hires additional Employment Specialists, the SE Team will be able to attend team meetings on a regular basis to provide fully integrated SE services</p> <p>One of the key functions of the Employment Specialist is to play an active role in Mental Health Treatment Team meetings by being an active advocate for treatment team members to refer clients directly to SE services. The SE Team Leader should provide supervision and training to Employment Specialists regarding identifying and advocating for clients that might benefit from SE services.</p>

#	Item	Rating	Rating Rationale	Recommendations
3	Collaboration between Employment Specialist & VR Counselor	4	The SE Team and VR counselors have scheduled face-to-face meetings quarterly to discuss shared clients, as well as referrals. The team also attends other meetings with the VR counselor on a monthly basis however these meetings are not for the purpose of addressing SE referrals to VR.	The SE Team Leader should consider increasing face-face scheduled meetings to monthly with the Employment Specialists and the VR counselor to address SE referrals to VR services.
4	Vocational Unit	4	<input checked="" type="checkbox"/> The SE team has at least 2 full time Employment Specialists and a team leader that form an employment unit. <input checked="" type="checkbox"/> The SE team has weekly client-based group supervision based on the Supported Employment model in which strategies are identified. <input type="checkbox"/> Job leads are shared. <input checked="" type="checkbox"/> The SE team provides coverage for each other's' caseloads when needed.  Though the SE team has weekly group supervision, job leads are not shared during this time.	Given the lack of job development by the SE team, it is not surprising job leads are not shared during the SE group supervision. The agency should explore ways to support each Employment Specialist carrying out 6 job development contacts per week. Please see Items below regarding Job Development Frequency and Quality.
5	Role of Employment Supervisor	3	The SE supervisor carries out the following supervision functions: <input checked="" type="checkbox"/> The SE Supervisor is responsible for supervising 5 FTE Employment Specialists. <input checked="" type="checkbox"/> The SE Supervisor conducts weekly SE team meetings. <input type="checkbox"/> The SE Supervisor works to assure integration with different treatment teams. <input checked="" type="checkbox"/> The SE Supervisor takes an active role in training, and providing field mentoring for new SE staff. <input type="checkbox"/> The SE Supervisor regularly reviews the employment rate of clients in the SE program and establishes new goals for increasing that employment rate.	The agency should empower the SE Team Leader to address the existing challenges in mental health treatment team integration with other mental health treatment team leaders. The SE Team Leader should be attending all treatment team meetings on at least a quarterly basis to provide education, information, and consultation around SE services and referrals, as well as to improve the culture and importance of employment in the agency.  The SE Team Leader should establish a way to review the employment rate for clients within the SE program regularly and establish goals for increasing this employment rate.

#	Item	Rating	Rating Rationale	Recommendations
6	Zero Exclusion Criterion	4	<ul style="list-style-type: none"> <li><input type="checkbox"/> All clients interested in working have access to Supported Employment services.</li> <li><input checked="" type="checkbox"/> Mental Health practitioners encourage clients to consider employment, and referrals for Supported Employment are solicited by many sources.</li> <li><input checked="" type="checkbox"/> Employment Specialists offer help with another job when one has ended, regardless of the reason that the job ended or number of jobs held.</li> </ul> <p>Given the number of eligible clients served at the agency and the limited number of clients in SE; it is doubtful that all clients are being encouraged to think about employment. This is evidenced by the presence of a waiting list for SE services.</p>	<p>The agency should consider providing multiple training opportunities and messaging for front line staff, supervisors, clients and all SE staff regarding the fundamental principle of SE services being available to all clients regardless of work history, symptoms, substance use, recent hospitalizations or other staff fears, without using sheltered work, step-wise or work hardening employment strategies.</p> <p>Given the number of eligible clients served by the agency, it would be beneficial to hire additional full time Employment Specialists in the near future. It is worth noting that the agency has Employment Specialist vacancies.</p>
7	Agency Focus on Competitive Employment	3	<p>The agency promotes competitive work through multiple strategies, including:</p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Agency intake includes questions about interest in employment.</li> <li><input checked="" type="checkbox"/> Agency includes questions about interest in employment on all treatment plan reviews.</li> <li><input checked="" type="checkbox"/> Agency displays written postings (e.g., brochures, bulletin boards, posters) about working and Supported Employment services, in lobby and other waiting areas.</li> <li><input type="checkbox"/> Agency supports ways for clients to share work stories w/other clients and staff (e.g., agency-wide employment recognition events, in-service training, peer support groups, agency newsletter articles, invited speakers at client treatment groups, etc.) at least twice a year.</li> <li><input type="checkbox"/> Agency measures rate of competitive employment on at least a quarterly basis and shares outcomes with agency leadership and staff.</li> </ul>	<p>The agency should consider developing multiple structured and formal ways for clients who are not yet employed to hear employment success stories from SE clients. Some examples include: having an SE client employee of the month recognition or having a panel of employed clients speaking to clients who are not yet working.</p> <p>The agency should explore ways to measure and share the competitive employment rate for all eligible clients across the agency. Sharing the employment rate educates agency staff about work as a recovery goal, program performance, and program goals.</p>

#	Item	Rating	Rating Rationale	Recommendations
8	Executive Team Support for SE	3	<ul style="list-style-type: none"> <li data-bbox="516 183 1226 248">☑ Executive Director and Clinical Director demonstrate knowledge regarding the principles of SE.</li> <li data-bbox="516 256 1226 508">☐ Agency QA process includes an explicit review of the SE program, or components of the program, at least every 6 months through the use of the Supported Employment Fidelity Scale or until achieving high fidelity, and at least yearly thereafter. Agency QA process uses the results of the fidelity assessment to improve SE implementation and sustainability.</li> <li data-bbox="516 516 1226 873">☑ At least one member of the executive team actively participates at SE leadership team meetings (steering committee meetings) that occur at least every six months for high fidelity programs and at least quarterly for programs that have not yet achieved high fidelity. Steering committee is defined as a diverse group of stakeholders charged with reviewing fidelity, program implementation, and the service delivery system. Committee develops written action plans aimed at developing or sustaining high fidelity services.</li> <li data-bbox="516 881 1226 1125">☐ The agency CEO/Executive Director communicates how SE services support the mission of the agency and articulates clear and specific goals for SE and/or competitive employment to all agency staff during the first six months and at least annually (i.e., SE kickoff, all-agency meetings, agency newsletters, etc.). This item is not delegated to another administrator.</li> <li data-bbox="516 1133 1226 1304">☑ SE program leader shares information about EBP barriers and facilitators with the executive team (including the CEO) at least twice each year. The executive team helps the program leader identify and implement solutions to barriers.</li> </ul>	<p data-bbox="1247 183 1959 394">Multiple staff members indicated they hear about the value of SE services only from the SE Team Leader and Associate Director of CSP within the sites at the agency. The CEO might speak about the value of employment at all-staff meetings and utilize other communication opportunities on a regular and consistent basis.</p> <p data-bbox="1247 435 1959 719">The agency should establish a means for their Quality Assurance Department to work with the SE Team Leader and other CSP leadership staff on identifying, making, and tracking focused quality improvements, on a minimum of every sixth month basis, to their SE services based on the results of their Fidelity review report and the associated Quality Improvement Plan that includes specific measurable steps.</p>

#	Item	Rating	Rating Rationale	Recommendations
<b>SERVICES</b>				
1	Work Incentive planning	4	<ul style="list-style-type: none"> <li><input type="checkbox"/> All clients are offered assistance in obtaining comprehensive, individualized work incentives planning before starting a new job and assistance accessing work incentives planning thereafter when making decisions about changes in work hours and pay.</li> <li><input checked="" type="checkbox"/> Work incentives planning includes SSA benefits, medical benefits, medication subsidies, housing subsidies, food stamps, spouse and dependent benefits, past job retirement benefits and any other source of income.</li> <li><input checked="" type="checkbox"/> Clients are provided information and assistance about reporting earnings to different benefit programs, if applicable.</li> <li><input checked="" type="checkbox"/> Clients are given information on where to access information about benefit planning.</li> </ul> <p>Although GNMHC's SE Team has a benefits specialist trained in WIC (Work Incentive Counseling), most SE clients do not get this service or participate in comprehensive work incentives counseling.</p> <p>Several clinical records, information from multiple staff members, and information from multiple clients shows that SE clients are frequently instructed to "stay under Substantial Gainful Activity (SGA)." While this method of staying under the SGA is one strategy for working with benefits, it is not the only strategy and keeps a limit on how much clients can earn and how self-independent clients can become when using the multiple work incentive programs available.</p>	<p>The agency benefits specialist is well versed in work incentives counseling programs and is a (Certified Work Incentives Counselor (CWIC). The SE team should provide access to the designated benefits specialist for all clients in the SE program. Providing clients with the opportunity to meet with a specially trained provider will provide comprehensive work incentive counseling reports with multiple options for clients so they can make informed decisions about benefits and income with comprehensive and multiple options.</p> <p>The agency might also want to consider having their designated work incentive counselor / benefits specialist provide a basic overview training regarding work incentives for the CSP staff, including the SE Team, on a more regular basis.</p>

#	Item	Rating	Rating Rationale	Recommendations
2	Disclosure	3	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Employment Specialists don't require clients to disclose their disability at work in order to receive services.</li> <li><input type="checkbox"/> Employment Specialists offer to discuss with clients the possible costs and benefits of disclosure at the work site in advance of clients disclosing at the work site. Employment specialists describe how disclosure relates to requesting accommodations and the employment specialist's role communicating with the employer.</li> <li><input type="checkbox"/> Employment Specialists discuss specific information to be disclosed (e.g., disclose receiving MH treatment, or presence of a psychiatric disability, or difficulty with anxiety, or unemployed for a period of time, etc.) and offer examples of what might be said to employers.</li> <li><input checked="" type="checkbox"/> Specialists discuss disclosure on more than 1 occasion.</li> </ul> <p>Many sources of information indicated that employment specialists focus on the "pros" or benefits of using disclosure in their conversations with clients rather than exploring both the "pros" and "cons" of using disclosure with clients.</p>	<p>Providing clients with choice and information regarding the use of "disclosure" regarding job development and follow along supports is a critical client-centered component of SE services.</p> <p>It would be helpful for the SE Team Leader to assure Employment Specialists offer clients choices about disclosure multiple times throughout the employment process. For clients who are uncertain about "disclosure," it would be important for Employment Specialists to help the client identify pros and cons for using it or not. It is also important for Employment Specialists to document each time the client is presented with information about disclosure and the client's choices regarding that each time.</p>
3	Ongoing, Work-based Vocational Assessment	3	<p>According to the records reviewed and staff reports, vocational profiles are not completed on a regular basis. Employment Specialists assist clients in finding jobs without regularly using a system, such as a vocational profile, that reviews interests, experiences, strengths, etc. Only one out of the ten records reviewed had a completed and up-to-date vocational profile. Additionally, records reviewed do not appear to include defined employment goals.</p> <p>Several Employment Specialists stated they no longer attempt to complete or even utilize the vocational profiles with SE clients.</p>	<p>The agency should establish a consistent process for Vocational Profiles to be regularly completed for all clients in SE services, and for those Vocational Profiles to be readily accessible in client records. Vocational Profiles should also be regularly updated. Updated vocational profiles incorporate new information learned about the person's strengths, talents, and potential contributions to employers and conditions for the person success in a work environment from both the person's perspective, as well as the Employment Specialist's perspective. This creates a continuous learning cycle for the person regarding employment.</p>

#	Item	Rating	Rating Rationale	Recommendations
4	Rapid Job Search for Competitive Employment	2	<p>According to the data reviewed, the first face-face contact with an employer by the client or an Employment Specialist about a competitive job is, on average, 9 months after program entry.</p> <p>It was extremely challenging to find clear information regarding the first in-person contact with a potential employer either by a client or by an Employment Specialist on behalf of a client. However, once this information was located it showed a pattern of significant time lapses between first SE contact and first potential employer contact.</p>	<p>The SE Team Leader should require all SE staff to input information about a client's first contact with a potential employer or school in order implement a consistent and reliable tracking system. A report that could be helpful for this item as well as tracking other SE items might include tracking of the following data:</p> <ul style="list-style-type: none"> <li>- When the client started SE service</li> <li>- Date of first face-face potential employer contact</li> <li>- Date of interview(s)</li> <li>- Date of job start</li> <li>- Employer and location</li> <li>- Disclosure permission for follow-along support</li> </ul> <p>This tool can assist in carrying out services more efficiently, as well aide in group supervision, coverage, tracking, and improving program outcomes.</p>
5	Individualized Job Search	2	<p>According to client and staff reports, as well as records reviewed, Employment Specialists appear to make employer contacts based on job choices which reflect client's preferences, strengths, symptoms, and lessons learned from previous jobs about 44% of the time.</p> <p>The vast majority of client records reviewed did not have a vocational profile or individual employment plan. The vast majority of records reviewed did not contain a specific individualized employment goal. When listed, employer contacts are not always consistent with the employment goals of the client.</p>	<p>The SE Team Leader should provide guidance to Employment Specialists about assisting clients with developing specific and personally meaningful employment goals that include the nature of desired employment and other specific preferences. Clients in SE are much more likely to be motivated about employment when they have specific individual goals.</p> <p>The SE Team would benefit from using vocational profiles for all clients in the SE Program. Please see Recommendation in Item Ongoing, Work-based Vocational Assessment.</p>

#	Item	Rating	Rating Rationale	Recommendations
				<p>The SE Team might also benefit from using a standard form for indicating each individual client's employment goals that are specific, clear and has the date for each change. This might be done using an "individual employment plan." Goals should always indicate what the client's specific employment goals and preferences are and should be updated frequently and consistently. This form provides person-centered direction for SE services.</p>
6	Job Dev - Frequent Employer Contact	1	<p>According to the data reviewed, Employment Specialists make rarely make face-face employer contacts. All SE sources indicated there is no existing regular expectation for the number of job development contacts that an Employment Specialist should make on a weekly basis.</p>	<p>Employment Specialists should make 6 in-person employment contacts each week. Those contacts should be regularly documented in a job development log accessible to all SE staff members. Frequent job development allows for Employment Specialists to be knowledgeable about fluctuating requirements of different jobs and the range and needs of employers in their community. The SE Team Leader might want to track each Employment Specialist's job development contacts and provide supervision to Employment Specialists who are not making at least 6 face-face employer contacts per week, on average.</p> <p>The SE Team Leader should also require use of a job development log for all Employment Specialists to regularly track, share, and improve employer contacts in the community. Job development logs provide readily accessible and current information about activities with all employer contacts and includes next steps for each employer. This log should be readily accessible to the whole SE Team. Each Employment Specialist should make 6 in-person employment contacts each week.</p>

#	Item	Rating	Rating Rationale	Recommendations
7	Job Dev - Quality of Employer Contact	1	Employment Specialists rarely makes employer contacts.	<p>In order to develop employer relationships and engage in quality job development, Employment Specialists should be making employer contacts on a regular basis (Please see Recommendation in Item above – Job Dev- Frequency).</p> <p>All Employment Specialists should document job development employer contacts that capture the content and quality of these interactions and relationships. The SE Team Leader should require use of an employer contact log for all Employment Specialists regularly to track, share, and improve employer contacts in the community. Job development logs provide readily accessible and current information about activities with all employer contacts and includes next steps for each employer. This log should be readily accessible to the whole SE Team. The SE Team Leader should provide ongoing supervision and field mentoring regarding quality employer contacts and job development.</p>
8	Diversity of Job Types	4	According to the data reviewed, Employment Specialists assist clients to obtain different types 72% of the time.	<p>The SE Team Leader should provide guidance to the Employment Specialists about assisting clients with developing specific and personally meaningful employment goals that include the nature of desired employment and other specific preferences. When Employment Specialists make employer contacts aimed at making a good job match based on client’s preferences and needs, SE clients are likely to have a wider variety of job types.</p> <p>Additionally, the SE Team should develop working relationships with identified community employers that match with each client’s specific employment goals via job development.</p>

#	Item	Rating	Rating Rationale	Recommendations
9	Diversity of Employers	4	<p>According to the data reviewed, Employment Specialists assist clients to obtain jobs with different employers 81% of the time.</p>	<p>The SE Team Leader should provide guidance to the Employment Specialists about assisting clients with developing specific and personally meaningful employment goals that include the nature of desired employment and other specific preferences. When Employment Specialists make employer contacts aimed at making a good job match based on client preferences and needs, SE clients are likely to have a wider variety of employers.</p> <p>Additionally, the SE Team should develop working relationships with identified community employers that match with each client's specific employment goals via job development.</p>
10	Competitive Jobs	4	<p>According to the data reviewed, Employment Specialists provide options for permanent competitive jobs about 87% of the time.</p> <p>The SE program works with a local training program for people over the age of 55, titled, "ABLE." Five out of the 38 employed SE clients are placed in this program, which is not considered a competitive employment opportunity that anyone can apply for.</p>	<p>The SE Team Leader might want to review the meaning of 'competitive' jobs and the focus on competitive jobs with the Employment Specialists regularly.</p> <p>The use of the "ABLE" program presents a challenge for the SE program to provide access to competitive employment. Several clients in the SE program are in the ABLE program, which is a training program that is only accessible to persons over the age of 55. This is not in the spirit of competitive employment, as this is not a job that anyone can apply for. It is recommend that the SE team consider phasing out utilization of the ABLE program.</p>

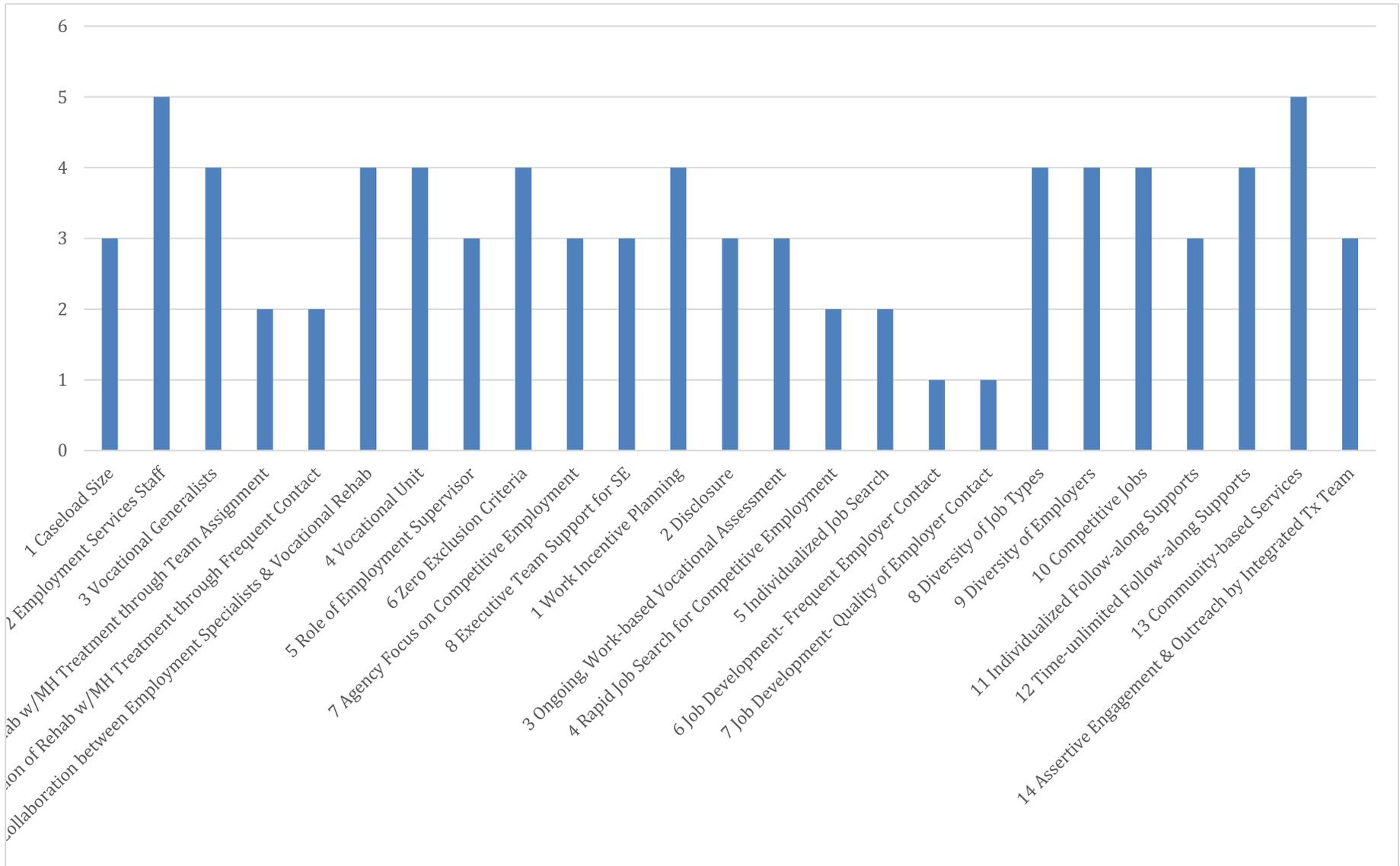
#	Item	Rating	Rating Rationale	Recommendations
11	Individualized Follow-along Supports	3	<p>Clients receive a limited type of support for working a job. The type of support is primarily provided only by Employment Specialists and most commonly involves meeting individually with the client outside of the work setting. Employment Specialists appear to rarely make employer contacts when an SE client is working. These supports are primarily provided by the Employment Specialist.</p>	<p>Supports that are related to the person's work history, preferences, strengths, and supports, should be provided by a variety of people from the client's treatment team. Other types of supports the whole treatment team might help with include: Med adjustments related to work, budgeting, social skills training, rides to work, working with family around the client's job, encouragement regarding work, and help with grooming or dress for the job, as some examples. The SE Team Leader might want to work with each treatment team to provide education about how members of the teams can provide enhanced supports around employment.</p> <p>The SE Team might want to consider regularly reviewing all SE clients to evaluate which clients' follow along supports might be transferred to other members of the Mental Health Treatment Team. There were several SE clients that appeared to be working successfully with limited SE support.</p>
12	Time-unlimited Follow-along supports	4	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Employment Specialists have face-to-face contact within 1 week before starting a job, on average.</li> <li><input checked="" type="checkbox"/> Employment Specialists have face-to-face contact within 3 days after starting a job, on average.</li> <li><input type="checkbox"/> Employment Specialists have face-to-face contact at least monthly for a year or more, on average, after working steadily and desired by clients.</li> <li><input type="checkbox"/> Clients are transitioned to step down job supports from mental health worker following steady employment.</li> </ul>	<p>The SE Team Leader should emphasize the need for the Employment Specialist to develop follow along support plans and strategies for the critical time period right around job starts.</p> <p>The SE Team might want to consider regularly reviewing all SE clients to evaluate which clients' follow along supports might be transferred to other members of the Mental Health Treatment Team, as there were several SE clients that appeared to be working successfully with limited SE support.</p>

#	Item	Rating	Rating Rationale	Recommendations
13	Community Based Services	5	Employment Specialists spend at least 65% or more of their total scheduled work hours in the community.	
14	Assertive Engagement & Outreach by Integrated Team	3	<p>Evidence that all 6 strategies for outreach and engagement are used:</p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Service termination not based on missed appointments or fixed time limits</li> <li><input checked="" type="checkbox"/> Systematic documentation of outreach attempts</li> <li><input checked="" type="checkbox"/> Engagement and outreach attempts made by integrated team members</li> <li><input type="checkbox"/> Multiple home/community visits</li> <li><input checked="" type="checkbox"/> Coordinated visits by Employment Specialist with integrated team member</li> <li><input type="checkbox"/> Connect with family when applicable</li> </ul>	<p>When an SE client begins missing appointments or has difficulty engaging, it's imperative the Employment Specialist try and find out the reason(s) so the team can help the person solve any problems that might be getting in the way. Many of the outreach attempts noted were made via phone. The SE Team Leader might want to consider providing support to the Employment Specialists on how to outreach in other creative ways.</p> <p>The SE Team Leader might want to train SE staff around using multiple home and community visits as a mechanism for outreach and engagement.</p> <p>The SE Team Leader might want to train SE staff around identifying and maintaining client supports, such as family. A client's support system can be an integral tool in engagement, outreach, and supporting clients' employment goals.</p>

<b>GNMHC SE Score Sheet Items</b>	
<b>Staffing</b>	<b>Rating 1 -5</b>
1 Caseload Size	3
2 Employment Services Staff	5
3 Vocational Generalists	4
<b>Organization</b>	
1 Integration of Rehab w/MH Treatment through Team Assignment	2
2 Integration of Rehab w/MH Treatment through Frequent Contact	2
3 Collaboration between Employment Specialists & Vocational Rehab	4
4 Vocational Unit	4
5 Role of Employment Supervisor	3
6 Zero Exclusion Criteria	4
7 Agency Focus on Competitive Employment	3
8 Executive Team Support for SE	3
<b>Services</b>	
1 Work Incentive Planning	4
2 Disclosure	3
3 Ongoing, Work-based Vocational Assessment	3
4 Rapid Job Search for Competitive Employment	2
5 Individualized Job Search	2
6 Job Development- Frequent Employer Contact	1
7 Job Development- Quality of Employer Contact	1
8 Diversity of Job Types	4
9 Diversity of Employers	4
10 Competitive Jobs	4
11 Individualized Follow-along Supports	3
12 Time-unlimited Follow-along Supports	4
13 Community-based Services	5
14 Assertive Engagement & Outreach by Integrated Tx Team	3
<b>Total</b>	<b>80</b>

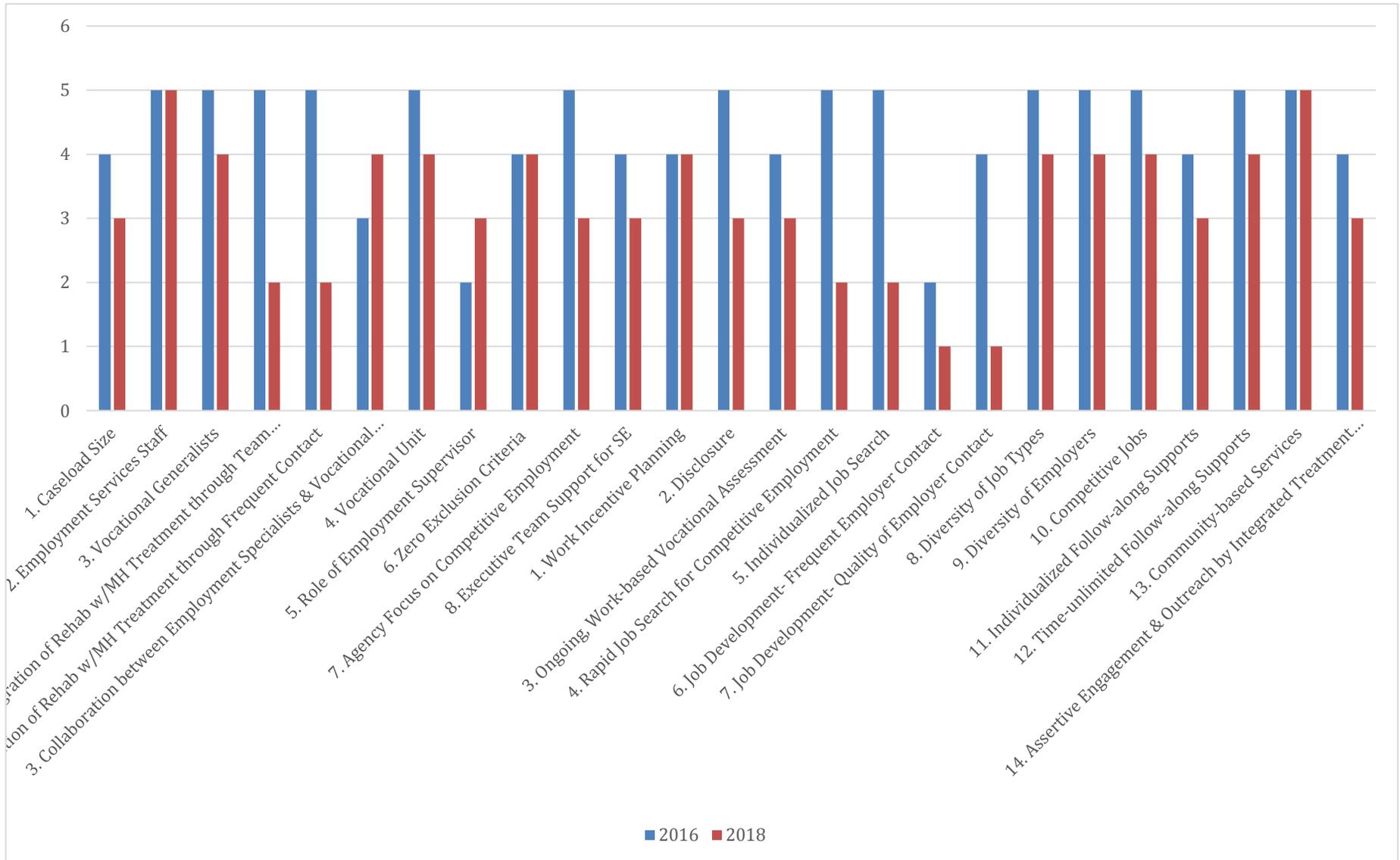
115 – 125 = Exemplary Fidelity
100 - 114 = Good Fidelity
<b>74 – 99 = Fair Fidelity</b>
73 and below = Not Supported Employment

## GNMHC SE Items 2018



<b>SE Score Sheet Year Comparisons</b>	<b>2016</b>	<b>2018</b>
1. Caseload Size	4	3
2. Employment Services Staff	5	5
3. Vocational Generalists	5	4
1. Integration of Rehab w/MH Treatment through Team Assignment	5	2
2. Integration of Rehab w/MH Treatment through Frequent Contact	5	2
3. Collaboration between Employment Specialists & Vocational Rehab	3	4
4. Vocational Unit	5	4
5. Role of Employment Supervisor	2	3
6. Zero Exclusion Criteria	4	4
7. Agency Focus on Competitive Employment	5	3
8. Executive Team Support for SE	4	3
1. Work Incentive Planning	4	4
2. Disclosure	5	3
3. Ongoing, Work-based Vocational Assessment	4	3
4. Rapid Job Search for Competitive Employment	5	2
5. Individualized Job Search	5	2
6. Job Development- Frequent Employer Contact	2	1
7. Job Development- Quality of Employer Contact	4	1
8. Diversity of Job Types	5	4
9. Diversity of Employers	5	4
10. Competitive Jobs	5	4
11. Individualized Follow-along Supports	4	3
12. Time-unlimited Follow-along Supports	5	4
13. Community-based Services	5	5
14. Assertive Engagement & Outreach by Integrated Treatment Team	4	3
<b>Total</b>	<b>109</b>	<b>80</b>

## GNMHC SE Years 2016 & 2018



**SE Fidelity Quality Improvement Plan Template**  
**Greater Nashua Mental Health Center**

Location: 7 Prospect Street, Nashua, NH

Date: 7/31/2018

**SE Fidelity Area in Need of Improvement:** Case Load Size

**SE Fidelity Baseline:**  1  2  3  4  5

**Improvement Target:**  1  2  3  4  5 by 1/1/2019

**Improvement Strategies** (select all that apply):

- Policy change     Practice change     Process change     Workforce Development  
 Infrastructure improvement     Other \_\_\_\_\_

**Action Plan** (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
Review with each SE Specialist during weekly supervision the clients on each of their caseloads to establish an accurate number of active SE clients, as well as those clients who should be transferred off SE Services.	SE supervisor will ensure client count for each SE specialist is accurate and cases are transferred off SE appropriately.	9/1/18	Ongoing, no end date	Gary Hooper, SE Coordinator
SE Supervisor will generate caseload list, by team, for each SE Specialist; Clients not on SE Specialist's assigned team will be transitioned, as appropriate, to the SE Specialist assigned to the client's team.	90% or more of SE Specialist's caseload will be from their assigned team.	9/1/18	1/1/19	Gary Hooper, SE Coordinator
SE Supervisor will adjust caseload, as appropriate, to ensure SE Specialists are assigned no more than 25 clients each.	Caseloads will be at or below 25 clients per SE Specialist.	9/1/18	1/1/19	Gary Hooper, SE Coordinator

NH Department of Health and Human Services  
Bureau of Mental Health Services

**SE Fidelity Area in Need of Improvement:** Integration of rehab w/MH Tx through team assignment.

**SE Fidelity Baseline:**  1  2  3  4  5

**Improvement Target:**  1  2  3  4  5 by 1/1/2019

**Improvement Strategies** (select all that apply):

- Policy change   
 Practice change   
 Process change   
 Workforce Development  
 Infrastructure improvement   
 Other \_\_\_\_\_

**Action Plan** (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
The SE Supervisor will generate a caseload list, by team, for each SE Specialist. Clients not on SE Specialist's assigned team will be transitioned, as appropriate, to the SE Specialist assigned to the client's team. After making the appropriate transitions SE Specialists will have 90% or more of their caseload generated from their assigned teams.	SE Specialist will have 90% or more of their caseload from their assigned team.	9/1/18	1/1/19	Gary Hooper, SE Coordinator
HR Department is actively recruiting candidates to fill 2 vacant SE Specialist positions. GNMHC has included a hiring bonus to attract a bilingual SE Specialists as to better meet the needs of Spanish speaking population.	The agency will fill the two vacant SE specialist positions. These additional staff will enable SE specialists to attend team meetings on a regular basis promoting more integration between SE and MH treatment	In progress	unknown	HR, SE Coordinator and Associate Director of Community-based Services.

NH Department of Health and Human Services  
Bureau of Mental Health Services

	teams.			
--	--------	--	--	--

NH Department of Health and Human Services  
Bureau of Mental Health Services

**SE Fidelity Area in Need of Improvement:** Integration of rehab w/MH Tx through frequent contact.

**SE Fidelity Baseline:**  1  2  3  4  5

**Improvement Target:**  1  2  3  4  5 by 1/1/2019

**Improvement Strategies** (select all that apply):

- Policy change   
 Practice change   
 Process change   
 Workforce Development  
 Infrastructure improvement   
 Other \_\_\_\_\_

**Action Plan** (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
SE Specialists will have a performance objective that includes attendance to weekly team meetings for which they are assigned. SE Supervisor will observe and monitor SE Specialist during team meetings once each quarter.	SE Specialist will attend weekly team meetings for the team to which they are assigned and if they have clients from other teams, then they will attend those meetings as appropriate.	10/1/18	Ongoing, no end date	Gary Hooper, SE Coordinator
SE Supervisor will train, mentor, and provide supervision to SE Specialists on how to engage referrals during team meetings for consumers not connected to SE Services. SE Supervisor and/or SE Team will conduct SE presentations during new hire orientations and quarterly at Department meetings. SE Specialists will actively engage their clinical teams to consider SE Services for clients who have not	Stronger integration between SE and MH treatment through the development of an agency culture where "work is a component to recovery."	10/1/18	Ongoing, no end date	Each SE Specialist, with monitoring by Gary Hooper, SE Coordinator

NH Department of Health and Human Services  
Bureau of Mental Health Services

been referred to SE Services.				
-------------------------------	--	--	--	--

NH Department of Health and Human Services  
Bureau of Mental Health Services

**SE Fidelity Area in Need of Improvement:** Role of SE Supervisor

**SE Fidelity Baseline:**  1  2  3  4  5

**Improvement Target:**  1  2  3  4  5 by 1/1/2019

**Improvement Strategies** (select all that apply):

- Policy change   
 Practice change   
 Process change   
 Workforce Development  
 Infrastructure improvement   
 Other \_\_\_\_\_

**Action Plan** (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
SE Supervisor will collaborate with Clinical Team Coordinators to address existing challenges in mental health treatment team integration.	SE Supervisor participates in weekly CSS Leadership Group meetings to brainstorm in resolving department challenges including how to enhance mental health treatment team integration. SE Supervisor attends each treatment team quarterly as part of shadowing SE Specialists.	9/1/18	Ongoing, no end date	SE Supervisor, with the collaboration of the Treatment Team Coordinators.
SE Supervisor, with the assistance of the IT Department, will track and monitor the employment rates of clients in the SE Program and establish new goals for increasing the employment	SE Supervisor will generate reports regarding the employment rates of clients in the SE Program and develop strategies to	11/1/18	Ongoing, no end date	SE Supervisor, with the assistance of the IT Department.

NH Department of Health and Human Services  
Bureau of Mental Health Services

rate.	increase those rates.			
-------	-----------------------	--	--	--

NH Department of Health and Human Services  
Bureau of Mental Health Services

**SE Fidelity Area in Need of Improvement:** Agency Focus on Competitive Employment.

**SE Fidelity Baseline:**  1  2  3  4  5

**Improvement Target:**  1  2  3  4  5 by 1/1/2019

**Improvement Strategies** (select all that apply):

- Policy change   
 Practice change   
 Process change   
 Workforce Development  
 Infrastructure improvement   
 Other \_\_\_\_\_

**Action Plan** (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
Agency will promote SE Groups, so that clients may share their successes and struggles with other clients. SE Supervisor will continue to provide in-service trainings and presentations on SE Services, including testimonials from SE clients, to new hires of the CSS Department and CSS Department meetings. SE Supervisor will collaborate with the Communications and Development Coordinator to share information about the SE Program with Agency Leadership and staff.	SE Team will organize a consumer panel to discuss the positive impact work has on recovery. SE Supervisor and Team will work with Development Coordinator on using client stories as part of agency campaign to promote work to other clients, families, and staff.	9/1/18	Ongoing, no end date	Gary Hooper SE Supervisor, with assistance from Jill O'Neill, Director of Community-based Services, and Donna Albertelli, the Communications and Development Coordinator.
SE Program will develop ways to share client work stories with other clients and staff on a quarterly basis. Other methods of highlighting will be explored including: video announcements through a	Increased awareness and understanding, agency wide among staff and clients, of the role and value of	10/1/18	Ongoing, no end date	Gary Hooper SE Supervisor, with assistance from Jill O'Neill, Director of Community-based Services,

NH Department of Health and Human Services  
Bureau of Mental Health Services

monitor in the main waiting area at 7 Prospect Street; recognition events; in-service trainings; peer support group; agency newsletter articles; invited speakers or testimonials at client treatment groups and agency meetings, etc.	competitive employment in recovery.			and Donna Albertelli, the Communications and Development Coordinator.
--	-------------------------------------	--	--	---

NH Department of Health and Human Services  
Bureau of Mental Health Services

**SE Fidelity Area in Need of Improvement:** Executive Team Support for SE Services.

**SE Fidelity Baseline:**  1  2  3  4  5

**Improvement Target:**  1  2  3  4  5 by 1/1/2019

**Improvement Strategies** (select all that apply):

- Policy change   
  Practice change   
  Process change   
  Workforce Development  
 Infrastructure improvement   
  Other \_\_\_\_\_

**Action Plan** (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
The Director of Quality and Corporate Compliance will incorporate the SE QIP into the agencies fy'19 QI plan and, working with the SE Supervisor and Associate Director of Community Based Services review progress quarterly. The QI Plan and progress/outcomes are reviewed routinely by Senior Leadership at biweekly Compliance Committee meetings and by the board of directors at quarterly QA sub-committee meetings.	Agency QA process includes an explicit review of the SE Program and progress on QIP on a quarterly basis. Agency QA process uses the results of the fidelity assessment to improve SE implementation and sustainability.	9/1/18	Ongoing, no end date	Director of Quality and Corporate Compliance, Maureen Ryan
The agency CEO will incorporate information regarding the importance of the SE employment program and services in his presentation and welcome talk at GNMHC's bi-monthly new hire orientation.	Staff will hear from executive level leadership about the value of the SE program, further promoting the culture of "work as a component of recovery."	9/1/18	Ongoing, no end date	CEO, Craig Amoth

NH Department of Health and Human Services  
Bureau of Mental Health Services

SE penetration rate is an agency Key Performance Indicator (KPI). This KPI will be reviewed monthly at Leadership and Management meetings.	Increased focus and understanding of the SE program and it's value by agency leadership and management.	9/1/18	Ongoing, no end date	Senior Leadership Team
--	---	--------	----------------------	------------------------

NH Department of Health and Human Services  
Bureau of Mental Health Services

**SE Fidelity Area in Need of Improvement:** Disclosure

**SE Fidelity Baseline:**  1  2  3  4  5

**Improvement Target:**  1  2  3  4  5 by 1/1/2019

**Improvement Strategies** (select all that apply):

- Policy change   
 Practice change   
 Process change   
 Workforce Development  
 Infrastructure improvement   
 Other \_\_\_\_\_

**Action Plan** (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
<p>SE Supervisor will provide on-going training and consultation on disclosure through the entire employment process during weekly and group supervision times with SE Specialists. All SE Specialists will be required to document discussions on disclosure both in the Vocational Profile and progress notes.</p>	<p>SE Specialists will incorporate discussion with clients the possible costs and benefits of disclosure at the work site in advance of clients disclosing at the work site.</p> <p>SE Specialists will be able to describe how disclosure relates to requesting accommodations. SE Specialists will discuss specific information to be disclosed and offer examples of what might be said to employers. SE Specialists will accurately document these</p>	<p>10/1/18</p>	<p>Ongoing, no end date</p>	<p>Gary Hooper, SE Coordinator</p>

NH Department of Health and Human Services  
Bureau of Mental Health Services

	conversations in the clinical notes to include documentation on the client's choice.			
--	--	--	--	--

NH Department of Health and Human Services  
Bureau of Mental Health Services

**SE Fidelity Area in Need of Improvement:** Ongoing, Work-based Vocational Assessment

**SE Fidelity Baseline:**  1  2  3  4  5

**Improvement Target:**  1  2  3  4  5 by 1/1/2019

**Improvement Strategies** (select all that apply):

- Policy change   
  Practice change   
  Process change   
  Workforce Development  
 Infrastructure improvement   
  Other \_\_\_\_\_

**Action Plan** (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
SE Supervisor will require Vocational Profiles be completed and updated for all clients connected to the SE Program. SE Supervisor will provide on-going training and mentoring in applying the Vocational Profile as a tool to help clients achieve and maintain their employment goals.	SE Supervisor will review Vocational Profiles for clients through all phases of the employment process providing support and consultation during weekly individual supervision times. SE Supervisor will incorporate into group supervision presentations by SE staff on Vocational Profiles to solicit feedback and enhance proficiency.	10/1/18	Ongoing, no end date	Gary Hooper, SE Coordinator
The Agency will add the Vocational Profile template to the EMR that will serve as a dynamic document to be used as part of collaborative	Internal QA Audits will review for completed and updated Vocational	12/1/18	Ongoing, no end date	Director of Quality and Corporate Compliance, Maureen

NH Department of Health and Human Services  
Bureau of Mental Health Services

documentation and would allow for improved data collection.	Profiles; results will be shared with the SE Supervisor, who will follow-up with the SE Specialists to provide support as needed.			Ryan and Gary Hooper, SE Coordinator and IT
---	---	--	--	---

NH Department of Health and Human Services  
Bureau of Mental Health Services

**SE Fidelity Area in Need of Improvement:** Rapid Job Search for Competitive Employment.

**SE Fidelity Baseline:**  1  2  3  4  5

**Improvement Target:**  1  2  3  4  5 by 1/1/2019

**Improvement Strategies** (select all that apply):

- Policy change   
 Practice change   
 Process change   
 Workforce Development  
 Infrastructure improvement   
 Other \_\_\_\_\_

**Action Plan** (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
The Agency will develop data tracking tools to include: when the client started SE Services; date of first face-to-face potential employer contact; date of interview(s); job start and/or end dates; employer and location; and disclosure permission for follow-along support.	To maintain accurate records of client and employer data. Data collected will be used to measure timely access to SE Services, SE Penetration rate, and Employment Stats which will be shared with Agency Leadership, treatment teams, and SE Team.	10/1/18	1/1/19	IT and Gary Hooper, SE Supervisor; with oversight from Jill O'Neill, Associate Director of Community-based Services, and IT.
SE clients will have face to face employer contact within 60 days of entering the SE program. The SE supervisor will utilize the tracking tools to monitor and provide support to SE Specialists monthly in 1:1 supervision.	SE Clients will have face to face employer contact within 60 days of entering the SE program.	11/1/18	Ongoing, no end point	Gary Hooper, SE Supervisor with oversight from Jill O'Neill, Associate Director of

NH Department of Health and Human Services  
Bureau of Mental Health Services

				Community Based Services
Agency will review and revise current Vocational Profile template and SE Progress note template to include all necessary and relevant information.	Improved efficiency and record keeping to promote job search activities.	12/1/18	Ongoing, no end date	Gary Hooper, SE Coordinator

NH Department of Health and Human Services  
Bureau of Mental Health Services

**SE Fidelity Area in Need of Improvement:** Individualized Job Search

**SE Fidelity Baseline:**  1  2  3  4  5

**Improvement Target:**  1  2  3  4  5 by 1/1/2019

**Improvement Strategies** (select all that apply):

- Policy change   
 Practice change   
 Process change   
 Workforce Development  
 Infrastructure improvement   
 Other \_\_\_\_\_

**Action Plan** (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
The SE Supervisor, together with the Training Coordinator, will provide training, and support to the SE Specialists and CSS Staff regarding goal setting related to specific individualized employment goals; as well as training on proper documentation, to ensure all appropriate information is captured.	Clear individualized goals and objectives for SE clients that reflect client preference and are personally meaningful.	10/1/18	1/1/19	Gary Hooper, SE Supervisor and Bridget Shanholtz, Training Coordinator, with oversight from Jill O'Neill, Associate Director of Community-based Services.
Vocational Profiles will be imbedded in the EMR (see Ongoing, Work-based Vocational Assessment). Vocational Profiles will be included and updated in the EMR for all clients connected to SE Services. SE Supervisor will provide on-going training and mentoring in setting meaningful employment goals during weekly and group	Clear and complete records that include all relevant information and reflect the individual employment plan and goals.	10/1/18	Ongoing, no end date	Director of Quality and Corporate Compliance, Maureen Ryan working collaboratively with IT and Medical records.

NH Department of Health and Human Services  
Bureau of Mental Health Services

supervisions.				
The Agency will develop and use an "Individual Employment Plan" to document client employment goals and preferences, and to track any changes in those goals and preferences.	An "Individual Employment Plan" will be developed and used for every client in SE Services.	10/1/18	1/1/19	Gary Hooper, SE Supervisor with oversight from Jill O'Neill, Associate Director of Community-based Services, Director of Quality and Corporate Compliance, Maureen Ryan and IT.
SE specialists will work with SE clients to target employment opportunities which correlate to the individual's preferences, strengths and goals, with at least 75% of the job search meeting these parameters.	At least 75% of the SE client's job search activities will correlate with the individual's preferences and strengths.	10/01/18	Ongoing, no end date	SE Specialists with oversight from the SE Supervisor, Gary Hooper.

NH Department of Health and Human Services  
Bureau of Mental Health Services

**SE Fidelity Area in Need of Improvement:** Job Development - Frequent Employer Contact

**SE Fidelity Baseline:**  1  2  3  4  5

**Improvement Target:**  1  2  3  4  5 by 1/1/2019

**Improvement Strategies** (select all that apply):

- Policy change   
 Practice change   
 Process change   
 Workforce Development  
 Infrastructure improvement   
 Other \_\_\_\_\_

**Action Plan** (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
<p>The Agency will develop a means of tracking the employer contacts made by the SE Specialists. These Job Development Logs will be maintained and reviewed weekly in both individual and group supervisions.</p>	<p>Increased focus on job development will improve frequency of employer contacts in the community.</p>	<p>10/01/18</p>	<p>1/1/19, ongoing activity</p>	<p>Gary Hooper, SE Supervisor; with oversight from Jill O'Neill, Associate Director of Community-based Services in collaboration with IT.</p>
<p>Leadership has reduced SE Specialists productivity target from 55% to 50% to allow staff time to job develop with a goal of 6 face to face employer contacts per week. SE Supervisor will shadow each SE Specialists for the day once a quarter. Part of the field mentoring by SE Supervisor shall include observing SE Specialist Job</p>	<p>The SE Specialists will make an average of 6 face to face employer contacts per week and document their efforts.</p>	<p>9/01/18</p>	<p>Ongoing, no end date</p>	<p>Gary Hooper, SE Coordinator</p>

NH Department of Health and Human Services  
Bureau of Mental Health Services

Develop.				
----------	--	--	--	--

NH Department of Health and Human Services  
Bureau of Mental Health Services

**SE Fidelity Area in Need of Improvement:** Job Development - Quality of Employer Contact

**SE Fidelity Baseline:**  1  2  3  4  5

**Improvement Target:**  1  2  3  4  5 by 1/1/2019

**Improvement Strategies** (select all that apply):

- Policy change   
 Practice change   
 Process change   
 Workforce Development  
 Infrastructure improvement   
 Other \_\_\_\_\_

**Action Plan** (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
The SE Specialists will meet with the SE Supervisor quarterly for field mentoring, to improve the provision of Job Development and the quality of employer contacts. SE Group Supervision will including the review of the prior week's job development and tracking of all employer contacts.	The SE Specialists will improve the quality and quantity of employer contacts, to an average of 6 face to face employer contacts per week and document their efforts.	9/1/18	Ongoing, no end date	Gary Hooper, SE Coordinator
The individual supervision documentation will include the quarterly field mentoring by the SE Supervisor, for each SE Specialist. The SE Group Supervision documentation will include the review and tracking of Job Development.	The SE Specialists will improve the quality and quantity of employer contacts, to an average of 6 face to face employer contacts per week and document their efforts.	9/1/18	Ongoing, no end date	

**SE Fidelity Area in Need of Improvement:** Individualized Follow-along Supports

NH Department of Health and Human Services  
Bureau of Mental Health Services

**SE Fidelity Baseline:**  1  2  3  4  5

**Improvement Target:**  1  2  3  4  5 by 1/1/2019

**Improvement Strategies** (select all that apply):

Policy change     Practice change     Process change     Workforce Development

Infrastructure improvement     Other \_\_\_\_\_

**Action Plan** (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
<p>The SE Supervisor will work with each Treatment Team, through team meetings and CSS Department meetings, to provide education about how members of the teams can provide enhanced supports around employment.</p>	<p>Treatment teams will strategize on supports they can assist with which support employment including budgeting, social skills training and support, encouraging work activities, and support around grooming or appropriate work attire.</p>	<p>11/1/18</p>	<p>Ongoing, no end date</p>	<p>Gary Hooper, SE Coordinator</p>
<p>The SE Supervisor and SE Specialists will review all SE clients to evaluate which clients' follow-along supports might be transferred to other members of the Treatment Team.</p>	<p>When appropriate follow along support activities will be transferred to members of the mental health treatment teams.</p>	<p>9/1/18</p>	<p>Ongoing, no end date</p>	<p>Gary Hooper, SE Coordinator</p>

NH Department of Health and Human Services  
Bureau of Mental Health Services

**SE Fidelity Area in Need of Improvement:** Assertive Engagement and Outreach by Integrated Team

**SE Fidelity Baseline:**  1  2  3  4  5

**Improvement Target:**  1  2  3  4  5 by 1/1/2019

**Improvement Strategies** (select all that apply):

- Policy change   
  Practice change   
  Process change   
  Workforce Development  
 Infrastructure improvement   
  Other \_\_\_\_\_

**Action Plan** (List the activities planned to achieve the improvement target. Include additional rows if needed):

Activity	Desired Outcome	Start Date	Expected Completion Date	Lead Person
The SE Supervisor will provide support and training to the SE Specialists on how to outreach using the 6 strategies for outreach, specifically increasing focus on: using multiple home and community visits as a mechanism for outreach and engagement; and identifying and maintaining client supports, such as family. This strategy will include the SE Supervisor routinely reviewing caseloads and engagement as to provide further training and supervision to SE Specialists as needed.	The purpose is to promote responsive and creative outreach by SE Specialists to reengage clients disengaging from SE services.	9/1/18	Ongoing, no end date	Gary Hooper, SE Coordinator



Jeffrey A. Meyers  
Commissioner

Katja S. Fox  
Director

STATE OF NEW HAMPSHIRE  
DEPARTMENT OF HEALTH AND HUMAN SERVICES  
*DIVISION FOR BEHAVIORAL HEALTH*  
*BUREAU OF MENTAL HEALTH SERVICES*

105 PLEASANT STREET, CONCORD, NH 03301  
603-271-5000 1-800-852-3345 Ext. 5000  
Fax: 603-271-5058 TDD Access: 1-800-735-2964  
[www.dhhs.nh.gov](http://www.dhhs.nh.gov)

August 9, 2019

Craig Amoth, CEO  
Greater Nashua Mental Health Center at Community Council  
100 West Pearl Street  
Nashua, NH 03060

Dear Mr. Amoth,

The New Hampshire Department of Health and Human Services, Bureau of Mental Health Services, received Greater Nashua Mental Health Center's SE Fidelity Quality Improvement Plan submitted on August 8, 2018 that was in response to the SE Fidelity Review conducted June 19, 2018 through June 20, 2018. I am happy to inform you that this QIP has been accepted. At the Department's discretion, information and documentation may be requested to monitor the implementation and progress of the quality improvement areas identified for incremental improvement.

Please contact Lauren Quann if you have any questions regarding this correspondence at 603-271-8376, or by e-mail: [Lauren.Quann@dhhs.nh.gov](mailto:Lauren.Quann@dhhs.nh.gov).

Many thanks for your dedication to provide quality services to individuals and families in your region. We greatly look forward to our continued work together.

Sincerely,

A handwritten signature in cursive script that reads "Lauren Quann".

Lauren Quann, MS  
Administrator of Operations  
Bureau of Mental Health Services  
[Lauren.Quann@dhhs.nh.gov](mailto:Lauren.Quann@dhhs.nh.gov)  
603-271-8376

LAQ/laq

Enclosures:

CC: Karl Boisvert, Diana Lacey, Julianne Carbin