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

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February 9, 2018

Philip Wyzik, CEO
Monadnock Family Services
64 Main Street, 2nd Floor
Keene, NH 03431

Dear Mr. Wyzik,

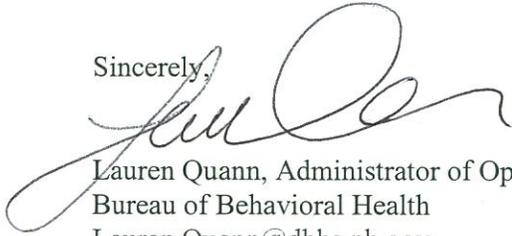
Enclosed is the Supported Employment Fidelity Report that was completed on behalf of the Division for Behavioral Health of the Department of Health and Human Services for Monadnock Family Services. This review took place from January 24th, 2018 through January 25th, 2018. The Fidelity Review is one component 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.

MFS 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. In order to align QIPs across DHHS, please find the attached QIP response template. This template is our effort to integrate QSR and Fidelity SE Reviews into QIPs that communicate and support each other, further decreasing the administrative burden for your center. Please address these in a QIP to my attention, via e-mail, by the close of business on March 12, 2018.

- Staffing
 - Caseload Size (#1)
- Organization
 - Role of Employment Supervisor (#5)
 - Agency Focus on Competitive Employment (#7)
 - Executive Team Support for SE (#8)
- Services
 - Work Incentive Planning (#1)
 - Individualized Job Search (#5)
 - Job Development – Frequent Employer Contact (#6)
 - Diversity of Job Types (#8)

Thank you to all of the MFS 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, Administrator of Operations
Bureau of Behavioral Health
Lauren.Quann@dhhs.nh.gov
603-271-8376

Enclosures: SE Initial Fidelity Review
CC: Karl Boisvert, Diana Lacey, Julianne Carbin, Susan Drown

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

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Supported Employment Fidelity Review

Monadnock Family Services

On Site Review Dates: January 24th & 25th, 2018

Final Report Date: February 9th, 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 Monadnock Family Services (MFS) on January 24th and 25th, 2018. The MFS SE team is based out of the Keene, NH location office. The MFS SE Team contains one SE Supervisor and two Employment Specialists. The MFS Team works with clients on the Keene Adult Team, the Peterborough Team, and the ACT Team.

METHODOLOGY

The reviewers are grateful for the professional courtesies and work invested by the MFS 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
- Observations of job development with employers in the community
- Interviews with the following: Members of the Executive Leadership Team, SE Supervisor, Employment Specialists, Medication Prescriber, and other CMHC staff
- Meeting with SE clients

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
STAFFING				
1	Caseload Size	3	<p>There are 3 Employment Specialists on the MFS SE Team serving 50 clients. One Employment Specialist works 1.0 FTE, one Employment Specialist works 0.71 FTE, and one Employment Specialist works 0.2 FTE, totaling 1.91 FTE.</p> <p>The ratio of clients to Employment Specialists is 26:1.</p> <p>It is worth noting the SE Team Leader is recruiting for 2 open full time Employment Specialist positions.</p>	<p>The SE Team Leader should carefully review with each Employment Specialist all of 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 of SE services.</p> <p>The MFS SE team might also 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 SE services 100% of the time.	
3	Vocational Generalists	5	<p>Employment Specialists carry out a full range of SE activities with clients including:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> engagement <input checked="" type="checkbox"/> completing vocational profiles <input checked="" type="checkbox"/> developing employment goals <input checked="" type="checkbox"/> job search <input checked="" type="checkbox"/> job development and <input checked="" type="checkbox"/> follow along supports for employed clients. 	

#	Item	Rating	Rating Rationale	Recommendations
ORGANIZATION				
1	Integration of Rehab w/MH Tx through team assignment	5	<ul style="list-style-type: none"> - One Employment Specialist works with clients on the Keene Adult Team and the Peterborough Team. - One Employment Specialist works with clients on the ACT Team and the Keene Adult Team. - One Employment Specialist works with clients only on the Keene Adult Team. 	
2	Integration of Rehab w/MH Tx through frequent contact	4	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Employment Specialists participate actively in treatment team meetings w/shared decision-making. <input checked="" type="checkbox"/> Employment services documentation is integrated into client's mental health treatment record. <input checked="" type="checkbox"/> Employment Specialists' offices are in close proximity to (or shared with) their mental health treatment team members. <input checked="" type="checkbox"/> Employment Specialists help the team think about employment for people who haven't yet been referred to supported employment services. <p>At least one Employment Specialist attends each weekly mental health treatment team meeting, though not all Employment Specialists go to each team she has clients on.</p> <ul style="list-style-type: none"> - 1 Employment Specialist reliably attends the Peterborough Team, where she reviews some of her SE clients. - The SE Team Leader consistently attends the Keene Adult Team, reviewing some of her own clients, as well as covering SE clients for the other 2 Employment Specialists. - The SE Team Leader consistently attends the ACT Team, reviewing some of her own clients. 	<p>The SE Team Leader should explore ways for each Employment Specialist to attend each treatment team they are assigned clients on weekly. 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.</p> <p>When the agency hires more Employment Specialists, they will be able to attend team meetings on a regular basis to provide fully integrated SE services.</p>

#	Item	Rating	Rating Rationale	Recommendations
3	Collaboration between Specialist & VR Counselor	5	<input checked="" type="checkbox"/> Employment Specialists and VR counselors have client-related at least monthly to discuss shared clients. <input checked="" type="checkbox"/> The SE Team and VR counselors have scheduled face-to-face meetings at least monthly to discuss referrals.	
4	Vocational Unit	4	<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 checked="" type="checkbox"/> Job leads are shared. <input checked="" type="checkbox"/> The SE team provides coverage for each other's caseloads when needed. <input type="checkbox"/> The SE team has at least 2 full time Employment Specialists and an SE Team Leader - At this time, The SE team has one full time Employment Specialist, a part time Employment Specialist, and a part time SE Team Leader. It is worth noting the agency is recruiting for 2 full-time Employment Specialist positions.	It is worth noting that MFS is recruiting for 2 Employment Specialists. The MFS SE team might want to work with their Human Resources and Marketing departments to produce creative advertising for the 2 open SE positions.
5	Role of Employment Supervisor	3	The SE supervisor carries out the following functions: <input checked="" type="checkbox"/> The SE Supervisor is responsible for supervising 1.2 FTE Employment Specialists. <input checked="" type="checkbox"/> The SE Supervisor conducts weekly SE team meetings. <input checked="" type="checkbox"/> The SE Supervisor works to assure integration with different treatment teams. <input 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 SE team would most probably benefit from more SE supervisory time for field mentoring to assure effective and well-integrated employment services. Field mentoring would assist Employment Specialists in learning new skills, as well as provide opportunity for the SE Team Leader to provide feedback to Employment Specialists on current abilities and their job development strategies and skills. This is especially important for new and developing Employment Specialists. 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	5	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> All clients interested in working have access to Supported Employment services. <input checked="" type="checkbox"/> Mental Health practitioners encourage clients to consider employment, and referrals for Supported Employment are solicited by many sources. <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. 	
7	Agency Focus on Competitive Employment	3	<p>The agency promotes competitive work through multiple strategies, including:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Agency intake includes questions about interest in employment. <input checked="" type="checkbox"/> Agency includes questions about interest in employment on all annual (or semi-annual) assessment or treatment plan reviews. <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. <input type="checkbox"/> Agency supports ways for clients to share work stories with 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. <input type="checkbox"/> Agency measures rate of competitive employment on at least a quarterly basis and shares outcomes with agency leadership and staff. 	<p>The SE Team Leader may want to consider adding additional written postings / posters to the lobby and waiting room areas for clients to see who are not yet in the SE program.</p> <p>MFS should consider developing multiple formal ways for clients who are not yet employed to hear employment success stories. Some examples include: Having a 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 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	1	<ul style="list-style-type: none"> <li data-bbox="516 183 1226 248"><input checked="" type="checkbox"/> Executive Director and Clinical Director demonstrate knowledge regarding the principles of SE. <li data-bbox="516 256 1226 508"><input type="checkbox"/> 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 data-bbox="516 516 1226 833"><input type="checkbox"/> At least one member of the executive team actively participates in SE 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 data-bbox="516 841 1226 1052"><input type="checkbox"/> 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. This item is not delegated to another administrator. <li data-bbox="516 1060 1226 1239"><input type="checkbox"/> 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. 	<p data-bbox="1268 183 1936 362">It is clear the MFS SE program is well regarded by the Executive Team. All members of the Executive Team appear to understand the principles of SE, while being aware of some of the strengths and challenges of the SE program.</p> <p data-bbox="1268 402 1936 508">MFS should develop a multi-stakeholder steering committee to support and continue the development of SE services, as well as to discuss quality improvement.</p> <p data-bbox="1268 548 1957 686">Staff indicated they hear about the value of SE services only from the SE Team Leader within the agency. The CEO might want to consider speaking about the value of employment at all-staff meetings and other opportunities.</p> <p data-bbox="1268 727 1948 833">MFS should also explore ways to measure and share the competitive employment rate across all State eligible clients in order to reinforce work as a crucial recovery goal.</p>

#	Item	Rating	Rating Rationale	Recommendations
SERVICES				
1	Work Incentive planning	3	<ul style="list-style-type: none"> <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. <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. <input checked="" type="checkbox"/> Clients are provided information and assistance about reporting earnings to different benefit programs, if applicable. <input type="checkbox"/> Clients are given information on where to access information about benefit planning. <p>Information from records and staff reports indicate SE clients are frequently instructed to stay under substantial gainful activity (SGA). Although staying under SGA is one strategy for working with benefits, it is not the only strategy. This method keeps a limit on how much clients can earn and how self-independent clients can become when using the multiple work incentive programs available through the Social Security Administration or by a specialized Work Incentives counselor.</p>	MFS should identify specially trained providers who can develop comprehensive work incentive counseling reports and options for clients so they can make informed decisions about benefits and income with comprehensive and multiple options. Such services may be found at Granite State Independent Living as one example.

#	Item	Rating	Rating Rationale	Recommendations
2	Disclosure	5	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Employment Specialists do not require all clients to disclose their psychiatric disability at the work site in order to receive services. <input checked="" 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. <input checked="" type="checkbox"/> Employment Specialists discuss specific information to be disclosed and offer examples of what might be said to employers. <input checked="" type="checkbox"/> Employment Specialists discuss disclosure on more than one occasion (e.g., if clients have not found employment after two months or if clients report difficulties on the job). 	
3	Ongoing, Work-based Vocational Assessment	4	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Developing the vocational profile occurs over 2-3 sessions and information is documented on a vocational profile that includes preferences, experiences, skills, current adjustment, strengths, personal contacts, etc. <input checked="" type="checkbox"/> The vocational profile is used to identify job types and work environments. <input checked="" type="checkbox"/> Employment Specialists help clients learn from each job experience and also work with the treatment team to analyze job loss, job problems and job successes. <input type="checkbox"/> The vocational profile is updated on a regular basis. <p>- Out of the records reviewed, 40% of the vocational profiles were updated.</p>	<p>MFS should establish a consistent process for Vocational Profiles to be regularly updated based on employment learning experiences, including job losses. 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 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	4	<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 40 days after program entry.</p> <p><input checked="" type="checkbox"/> The SE program tracks employer contacts.</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"> - When the client started SE service - Date of first face-face potential employer contact - Date of interview(s) - Date of job start - Employer and location - Disclosure permission for follow-along support <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	3	<p>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 50% of the time. According to data and client records reviewed, it appears that very few clients have specific job goals.</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. Clients in SE are much more likely to be motivated about employment when they have specific individual goals.</p>

#	Item	Rating	Rating Rationale	Recommendations
6	Job Development - Frequent Employer Contact	3	<ul style="list-style-type: none"> - One Employment Specialist makes 6 face-face employer contacts on average that are client specific per week. - One Employment Specialist makes about 1 face-face employer contacts on average that are client specific per week. - The Team Leader makes face-face employer contacts that are client specific only as needed. <p>On average, the MFS SE team makes about 4 face-face employer contacts that are client specific per week by 1.91 FTE Employment Specialists.</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Employment Specialists use a system for tracking employer contacts. <input checked="" type="checkbox"/> The tracking system is reviewed by the SE Supervisor on at least a weekly basis. 	Each Employment Specialist 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.
7	Job Development - Quality of Employer Contact	5	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Employment Specialists contact employers to ask about job openings and then shares these “leads” with clients. <input checked="" type="checkbox"/> Employment Specialists follow up on advertised job openings by introducing self, describing program, and asking employer to interview client. <input checked="" type="checkbox"/> Employment Specialists meet with employers in person whether or not there is a job opening, advocates for clients by describing strengths and asks employers to interview clients. <input checked="" type="checkbox"/> Employment Specialists build relationships with employers through multiple visits in-person that are planned to learn the needs of the employer, convey what the SE program offers to the employer, & describe client strengths that are a good match for the employer. 	

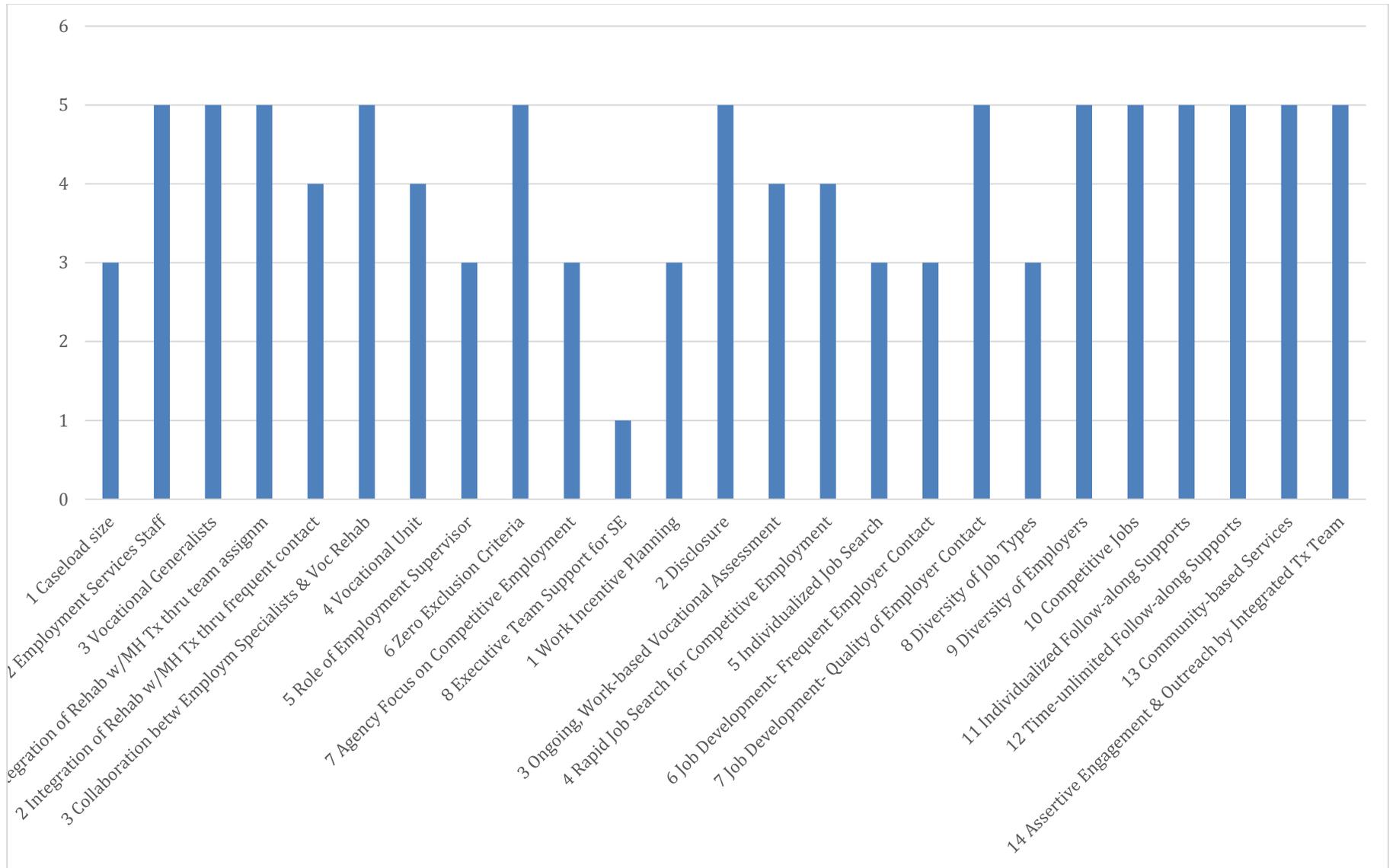
#	Item	Rating	Rating Rationale	Recommendations
8	Diversity of Job Types	3	According to the data reviewed, Employment Specialists assist clients to obtain different types 64% of the time.	The SE Team should develop additional working relationships with an array of employers via job development, and this may help with increasing the diversity of job types.
9	Diversity of Employers	5	According to the data reviewed, Employment Specialists assist clients to obtain jobs with different employers 88% of the time	
10	Competitive Jobs	5	<p>According to the data reviewed, Employment Specialists provide options for permanent competitive jobs about at least 95% of the time.</p> <p><input checked="" type="checkbox"/> SE clients were not placed in jobs that were created for people with disabilities.</p>	
11	Individualized Follow-along Supports	5	<p><input checked="" type="checkbox"/> Clients receive different types of support for working a job that are based on the job, client preferences, work history, needs, etc.</p> <p><input checked="" type="checkbox"/> Employment Specialists provide employer support at clients' requests.</p> <p><input checked="" type="checkbox"/> Employment Specialists help clients move onto more preferable jobs and also helps with school or certified training programs.</p> <p><input checked="" type="checkbox"/> The site provided examples of different types of support including enhanced supports by treatment team members.</p>	

#	Item	Rating	Rating Rationale	Recommendations
12	Time-unlimited Follow-along supports	5	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Employment Specialists have face-to-face contact within 1 week before starting a job, on average. <input checked="" type="checkbox"/> Employment Specialists have face-to-face contact within 3 days after starting a job, on average. <input checked="" 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. <input checked="" type="checkbox"/> Clients are transitioned to step down job supports from mental health worker following steady employment. 	
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	5	<p>Evidence that all 6 strategies for outreach and engagement are used:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Service termination not based on missed appointments or fixed time limits <input checked="" type="checkbox"/> Systematic documentation of outreach attempts <input checked="" type="checkbox"/> Engagement and outreach attempts made by integrated team members <input checked="" type="checkbox"/> Multiple home/community visits <input checked="" type="checkbox"/> Coordinated visits by Employment Specialist with integrated team member <input checked="" type="checkbox"/> Connect with family when applicable 	

SE Score Sheet	
Items	Rating 1 -5
Staffing	
1 Caseload size	3
2 Employment Services Staff	5
3 Vocational Generalists	5
Organization	
1 Integration of Rehab w/MH Treatment through team assignment	5
2 Integration of Rehab w/MH Treatment through frequent contact	4
3 Collaboration between Employment Specialists & Voc Rehab	5
4 Vocational Unit	4
5 Role of Employment Supervisor	3
6 Zero Exclusion Criteria	5
7 Agency Focus on Competitive Employment	3
8 Executive Team Support for SE	1
Services	
1 Work Incentive Planning	3
2 Disclosure	5
3 Ongoing, Work-based Vocational Assessment	4
4 Rapid Job Search for Competitive Employment	4
5 Individualized Job Search	3
6 Job Development- Frequent Employer Contact	3
7 Job Development- Quality of Employer Contact	5
8 Diversity of Job Types	3
9 Diversity of Employers	5
10 Competitive Jobs	5
11 Individualized Follow-along Supports	5
12 Time-unlimited Follow-along Supports	5
13 Community-based Services	5
14 Assertive Engagement & Outreach by Integrated Treatment Team	5
Total	103

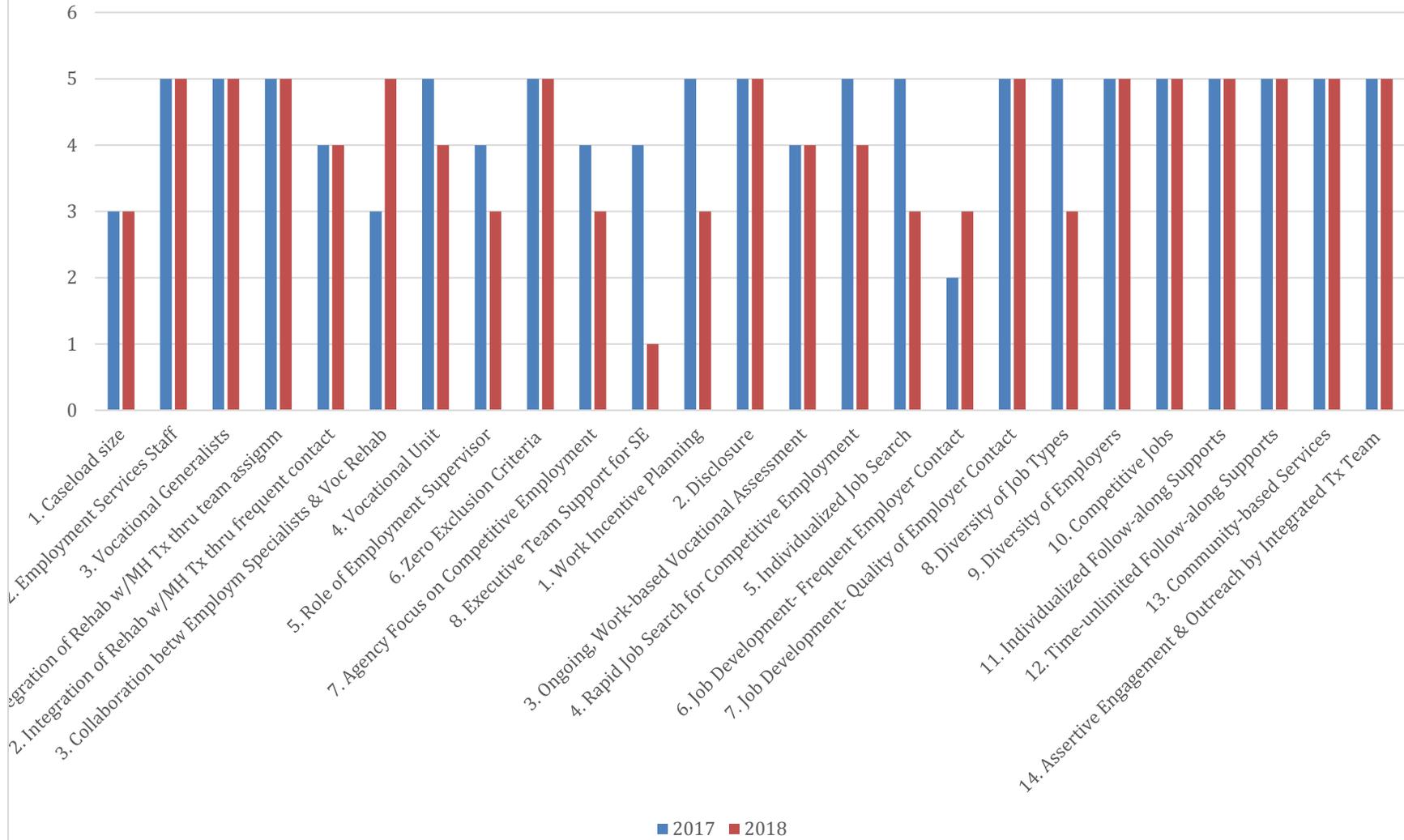
115 – 125 = Exemplary Fidelity
100 - 114 = Good Fidelity
74 – 99 = Fair Fidelity
73 and below = Not Supported Employment

MFS SE Items 2018



MFS SE Score Comparison by Year	2017	2018
1. Caseload Size	3	3
2. Employment Services Staff	5	5
3. Vocational Generalists	5	5
1. Integration of Rehab w/MH Treatment through team assignment	5	5
2. Integration of Rehab w/MH Treatment through frequent contact	4	4
3. Collaboration between Employment Specialists & Voc Rehab	3	5
4. Vocational Unit	5	4
5. Role of Employment Supervisor	4	3
6. Zero Exclusion Criteria	5	5
7. Agency Focus on Competitive Employment	4	3
8. Executive Team Support for SE	4	1
1. Work Incentive Planning	5	3
2. Disclosure	5	5
3. Ongoing, Work-based Vocational Assessment	4	4
4. Rapid Job Search for Competitive Employment	5	4
5. Individualized Job Search	5	3
6. Job Development- Frequent Employer Contact	2	3
7. Job Development- Quality of Employer Contact	5	5
8. Diversity of Job Types	5	3
9. Diversity of Employers	5	5
10. Competitive Jobs	5	5
11. Individualized Follow-along Supports	5	5
12. Time-unlimited Follow-along Supports	5	5
13. Community-based Services	5	5
14. Assertive Engagement & Outreach by Integrated Tx Team	5	5
Total	113	103

MFS SE Score Comparison by Year



SE Fidelity Quality Improvement Plan Template
Monadnock Family Services

Location: 17 93rd Street, Keene New Hampshire

Date: 03/12/2018

SE Fidelity Area in Need of Improvement: Staffing: 1. Caseload Size

SE Fidelity Baseline: 1 2 3 4 5

Improvement Target: 1 2 3 4 5 by: 9-12-18 (6-Months)

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 all SE Specialists caseloads to identify and establish an accurate number of active SE clients and clients who should be transferred off SE services.	Maintain manageable caseload sizes of 20 people or less to provide effective employment services.	3/12/18	9/12/18	SE Coordinator, SE Staff
SE Coordinator will work directly with agency senior staff and Human Resources around effective recruitment strategies to fill two open SE positions. Agency will update recruitment tools in Paylocity, update agency website, increasing social media recruiting (linked-in) and attending local job fairs.	Increase recruitment strategies for more hiring opportunities. Increasing SE staff to reduce referral waiting list.	3/12/18	9/12/18	SE Coordinator, HR, Adult CSP Director, CEO, I.T

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

SE Fidelity Area in Need of Improvement: Organization: 5. Role of Employment Supervisor

SE Fidelity Baseline: 1 2 3 4 5

Improvement Target: 1 2 3 4 5 by: 9-12-18 (6-Months)

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 Coordinator will schedule monthly field mentoring with SE staff and complete field mentor documentation.	Provide staff with increased knowledge and support around strategies and skills related to job development.	3/12/18	9/12/18	SE Coordinator, SE Staff
SE Coordinator will review the employment rate for clients within the SE program regularly, by reviewing rate and goals during weekly SE unit meetings with SE staff members. SE Coordinator will assist team with setting goals around increasing employment rate.	The ability to closely monitor the SE employment rate provides an opportunity to establish team goals for increasing this rate. (Current goal, increase by 3%)	3/12/18	9/12/18	SE Coordinator, SE Staff, Adult CSP Director

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

SE Fidelity Area in Need of Improvement: Organization: 7. Agency Focus on Competitive Employment

SE Fidelity Baseline: 1 2 3 4 5

Improvement Target: 1 2 3 4 5 by: 9-12-18 (6-Months)

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 display written postings (e.g., brochures, bulletin boards, posters) about employment and supported employment services in lobby/waiting room.	Increase knowledge to those who are not yet in the SE program. Prompts client's conversations and questions with providers about SE program.	3/12/18	6/12/18	SE Coordinator, SE Staff
Incorporate success stories in MFS newsletters and MFS Facebook page. Incorporate more information about Supported Employment program on agency website; including success stories.	Alternative ways to increase knowledge to those who are not yet in the SE program.	3/12/18	9/12/18	SE Coordinator, SE Staff, Adult CSP Director, I.T
Request active employment status report at least (quarterly) to share with agency leadership and staff via e-mail and during team meetings.	Sharing the employment rate provides increased education to agency staff about work as a recovery goal, the SE program performance, and program goals.	3/12/18	6/12/18	SE Coordinator, SE Staff, Adult CSP Director, I.T

SE Fidelity Quality Improvement Plan Template
Monadnock Family Services

Location: 17 93rd Street, Keene New Hampshire

Date: 3/12/2018

SE Fidelity Area in Need of Improvement: Organization: 8. Executive Team Support for SE

SE Fidelity Baseline: 1 2 3 4 5

Improvement Target: 1 2 3 4 5 by: 3-12-19 (1-Year)

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
Create a 6-month review process with QA to review components of the SE program to develop and improve on.	Improve SE implementation and sustainability.	3/12/18	6/12/18	SE Coordinator, QA
Develop and implement a SE Steering Committee meeting (every 6-months), which will include (at least one) member of agency leadership.	Develop an opportunity to discuss SE program barriers and quality improvement of program.	3/12/18	9/12/18	SE Coordinator, SE Staff, Adult CSP Director, QA
CEO will communicate how SE services support the agencies mission, the value of SE services along with updates and program improvements (quarterly) through informational agency shared e-mails/newsletters. CEO will promote SE services to Board-of-Directors.	Provide agency staff with ongoing program updates. Reinforce the importance of the SE program and employment as it relates to recovery and the agencies mission. Increase program referrals.	3/12/18	9/12/18	SE Coordinator, SE Staff, Adult CSP Director, CEO, QA, Agency Staff

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

SE Fidelity Area in Need of Improvement: Services: 1. Work Incentive Planning

SE Fidelity Baseline: 1 2 3 4 5

Improvement Target: 1 2 3 4 5 by: 3-12-19 (1-Year)

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
Increase training for agency benefit specialist in order to provide SE consumers with comprehensive work incentive counseling. SE Coordinator will work with the Director of Billing and the Executive Team to explore available training opportunities. SE Coordinator will connect with local Social Security office (SS liaison) to schedule first training.	Provide SE consumers with individual work incentive planning before starting work to make successful decisions about future employment goals.	3/12/18	3/12/19	SE Coordinator, Adult CSP Director, CEO, QA, Director of Billing & Support Services

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Bureau of Mental Health Services

SE Fidelity Area in Need of Improvement: Services: 5. Individual Job Search

SE Fidelity Baseline: 1 2 3 4 5

Improvement Target: 1 2 3 4 5 by: 9-12-18 (6-Months)

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 Coordinator will provide increased guidance, support and training to Employment Specialist on how to make employer contacts/job searches intended for making the best job matches for consumers based on specific preferences. Training will include: reviewing SE chart documentation (employment plan, SE Intake, job development / search plan).	SE Specialist will successfully assist consumers to gain meaningful employment based on consumers' preferences, goals strengths and skills.	3/12/18	6/12/18	SE Coordinator, SE Staff

Include additional forms if needed.

SE Fidelity Quality Improvement Plan Template
Monadnock Family Services

Location: 17 93rd Street, Keene NH

Date: 3/12/2018

SE Fidelity Area in Need of Improvement: Services: 6. Job Development – Frequent Employer Contact

SE Fidelity Baseline: 1 2 3 4 5

Improvement Target: 1 2 3 4 5 by: 3-12-19 (1-Year)

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
During weekly SE Unit Meetings discuss employer relationships, job leads, employer contacts with SE staff. Discuss and review staffs weekly job development planning/scheduling. Provide staff with increase training and review of job development strategies (three-phase approach).	Build knowledge of employer's needs. Build confidence and increase job development skills and strategies among staff.	3/12/18	3/12/19	SE Coordinator, SE Staff
SE Coordinator will implement scheduled time (monthly) to provide SE staff with field mentoring. SE Coordinator will complete all field mentoring documentation.	Improve job development skills. Increasing weekly face-to-face employer contact.	3/12/18	4/12/18: Continue monthly as required	SE Coordinator, SE Staff
Hire two SE Specialist, which will reduce caseload sizes.	Reduce caseload size to provide SE staff with more time for job development.	3/12/18	3/12/19	SE Coordinator, SE Staff, HR, Adult CSP Director, CEO, IT

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

SE Fidelity Area in Need of Improvement: Services: 8. Diversity if Job Types

SE Fidelity Baseline: 1 2 3 4 5

Improvement Target: 1 2 3 4 5 by: 6-12-18 (3-Months)

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 Coordinator with work directly with SE staff to develop additional working relationships with community employers by increasing job development to 6 face-to-face employer contacts per week and increasing field mentoring (monthly).	Increasing diversity of job types for consumer preferences.	3/12/18	6/12/18	SE Coordinator, SE Staff
SE Coordinator will meet with SE staff weekly for individual supervision to review and discuss consumer goals and employment opportunities.	Increase consumer's employment opportunities and employment rate.	3/12/18	6/12/18	SE Coordinator, SE Staff



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

Jeffrey A. Meyers
Commissioner

Katja S. Fox
Director

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March 14th, 2018

Philip Wyzik, CEO
Monadnock Family Services
64 Main Street, 2nd Floor
Keene, NH 03431

Dear Mr. Wyzik,

The New Hampshire Department of Health and Human Services, Bureau of Mental Health Services, received Quality Improvement Plan submitted on March 12, 2018 that was in response to the SE Fidelity Review conducted by the Dartmouth Hitchcock consultants on January 24, 2018 through January 25, 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, process questions, or ongoing support needs at 603-271-8376, or by e-mail: 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,

Julianne Carbin, Director
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Julianne.Carbin@dhhs.nh.gov
603-271-8378

Lauren Quann, Administrator of Operations
Bureau of Mental Health Services
Lauren.Quann@dhhs.nh.gov
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JC/LQ/lq

CC: Karl Boisvert
Diana Lacey