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Commissioner

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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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May 23, 2018

Suellen Griffin, CEO
West Central Behavioral Health
9 Hanover Street, Suite 2
Lebanon, NH 03766

Dear Ms. Griffin,

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 West Central Behavioral Health (WCBH). This review took place from May 15th, 2018 through May 16th, 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.

WCBH 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 also find the attached QIP response template for your use. Please address these in a QIP to my attention, via e-mail, by the close of business on June 22, 2018.

- **Staffing**
 - None to address
- **Organization**
 - O1: Integration of rehab with MH treatment through team assignment
 - O2: Integration of rehab with MH treatment through frequent contact
 - O4: Vocational Unit
 - O6: Zero Exclusion Criterion
 - O7: Agency focus on competitive employment
 - O8: Executive team support for SE

XXXX

Date

Page 2 of 2

- Services
 - 2: Disclosure
 - 4: Rapid job search for competitive employment
 - 5: Individualized job search
 - 6: Job development – frequent employer contact
 - 7: Job development – quality of employer contact

 - 8: Diversity of job types
 - 10: Competitive jobs
 - 11: Individualized follow along supports
 - 14: Assertive engagement and outreach by integrated team

Thank you to all of the WCBH 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

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LAQ/laq

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



Supported Employment Fidelity Review

West Central Behavioral Health

On Site Review Dates: May 15th & 16th, 2018

Final Report Date: MY 22ND, 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 West Central Behavioral Health on May 15th and 16th, 2018. The West Central Behavioral Health SE team is based out of both the Claremont and Lebanon, NH locations.

METHODOLOGY

The reviewers are grateful for the professional courtesies and work invested by the West Central Behavioral Health 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 an employer in the community
- Interviews with the following: Member of the Executive Leadership Team, SE Supervisor, Employment Specialist, Medication Prescriber, 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 |
|-----------------|---------------------------|--------|--|---|
| STAFFING | | | | |
| 1 | Caseload Size | 4 | 2.0 Employment Specialists are currently serving 49 clients in SE Services. The ratio of clients to Employment Specialists is 25:1. | The SE Team Leader should carefully review with 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. Given the number of eligible adult clients at WCBH, the agency should consider hiring additional Employment Specialists. |
| 2 | Employment Services Staff | 5 | Employment Specialists provide SE services at least 96% or more of their time in the community. | |
| 3 | Vocational Generalists | 4 | Employment Specialists carry out a the range of full SE activities with clients including: <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 type="checkbox"/> job search <input type="checkbox"/> job development and <input checked="" type="checkbox"/> follow along supports for employed clients. | As a comprehensive employment model, SE is designed to provide the full range of employment services to all enrolled 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. |

| # | Item | Rating | Rating Rationale | Recommendations |
|---------------------|---|--------|--|--|
| | | | <p>Employment Specialists do meet with clients initially and use an office based “engagement tool.” While this tool is designed to increase the person’s motivation to work, it is not designed to be used in lieu of community-based outreach and engagement strategies. Employment Specialists do complete vocational profiles, and sometimes there are defined employment goals in the records reviewed. Employment Specialists sometimes provide job search and job development activities; however, the clinical records and other sources of information indicate that some clients receive job development and job search services from VR vendors outside of WCBH.</p> | |
| ORGANIZATION | | | | |
| 1 | Integration of Rehab w/MH Tx through team assign | 2 | Both Employment Specialists are each attached to six mental health treatment teams. | <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.</p> |
| 2 | Integration of Rehab w/MH Tx through frequent contact | 3 | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Employment Specialists attend weekly mental health treatment team meetings. <input type="checkbox"/> Employment Specialists participate actively in treatment team meetings with shared decision-making. <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. | <p>While the Employment Specialists do attend parts of some of the mental health treatment team meetings, it is important to assure Employment Specialists are present for the whole team meeting to help other team members think about employment for clients who have not yet been referred to SE services, as well as to engage in shared-decision making.</p> |

| # | Item | Rating | Rating Rationale | Recommendations |
|---|--|--------|---|---|
| | | | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Employment Specialists' offices are in close proximity to (or shared with) their mental health treatment team members. <input type="checkbox"/> Employment Specialists help the team think about employment for people who haven't yet been referred to supported employment services. <p>There was significant variability in reports about what team meetings the Employment Specialists regularly attend at both sites. All reports indicated all Specialists do not consistently stay for the entire team meetings. Many times, Employment Specialists stay for a review of the challenges with their current caseloads and then leave the team meeting. Given the variable attendance and not staying for the entire meetings, it is difficult for Employment Specialists to engage in shared decision-making at team meetings.</p> | <p>One of the key functions of the Employment Specialist is to play an active role in Mental Health Treatment Team meetings as an advocate for all clients regarding SE services. The Employment Specialists work with mental health treatment team members by using shared decision making on all matters regarding 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> |
| 3 | Collaboration between Employment Specialist & VR Counselor | 5 | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Employment Specialists and Vocational Rehabilitation counselors have client-related contacts (phone, e-mail, in-person) 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 | 3 | <ul style="list-style-type: none"> <input 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 checked="" type="checkbox"/> Job leads are shared. <input checked="" type="checkbox"/> The SE team provides coverage for each other's' caseloads when needed. | <p>Given the number of clients who would benefit from SE services, the agency should consider hiring at least one additional Employment Specialist. Hiring another Employment Specialist would provide the benefit of working with other Employment Specialists to assist in problem solving, as well as sharing job leads, other responsibilities, and coverage. Another Employment Specialist would also allow the SE team to decrease the number of mental health treatment teams that they are attached to.</p> |

| # | Item | Rating | Rating Rationale | Recommendations |
|---|-------------------------------|--------|---|---|
| 5 | Role of Employment Supervisor | 4 | <p>The SE supervisor carries out the following supervision functions:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> The SE Supervisor is responsible for supervising 1 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 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. | <p>The SE Team Leader should establish a way to regularly calculate and review the employment rate for clients within the SE program on at least a monthly basis and establish goals for increasing this employment rate.</p> |
| 6 | Zero Exclusion Criterion | 3 | <p>Some clients are unable to access or continue SE services due to treatment non-adherence contingencies, such as missing appointments with other treatment team members, as well as Employment Specialists. It is clear that most mental health treatment teams at WCBH are applying the missed appointments (3) contingency to nearly all services provided by the team. This is incompatible with the intent and design of SE services utilizing integrated assertive community based outreach and engagement strategies.</p> <p>Given the very limited number of people in SE, it is doubtful that all clients are being encouraged to think about their interest in employment.</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 treatment adherence to other services, work history, symptoms, substance use, recent hospitalizations or other staff fears.</p> <p>The agency should consider doing a full and comprehensive review of the existing practices regarding suspending SE services when clients miss appointments with service providers.</p> |

| # | Item | Rating | Rating Rationale | Recommendations |
|---|--|--------|---|---|
| 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 about working and SE services, in lobby and other waiting areas. <input type="checkbox"/> Agency supports ways for clients to share work stories with other clients and 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 agency should consider developing multiple formal and structured ways for clients who are not yet employed to hear employment success stories from SE clients. Some examples include: Having a panel of employed clients speaking to clients who are not yet working and having a client “employee of the month” talk with clients not yet in SE.</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> |
| 8 | Executive Team Support for SE | 3 | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Executive Director and Clinical Director demonstrate knowledge regarding the principles of SE. <input checked="" type="checkbox"/> Agency QA process includes an explicit review of the SE program at least every 6 months through the use of the SE 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. <input type="checkbox"/> 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. | <p>The agency 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>Multiple staff members indicated they hear about the value of SE services only from the SE Team Leader within the sites at the agency. The CEO might want to consider speaking about the value of employment at all-staff meetings and other opportunities on a regular and consistent basis.</p> |

| # | Item | Rating | Rating Rationale | Recommendations |
|-----------------|-------------------------|--------|---|---|
| | | | <input type="checkbox"/> The agency CEO 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 6 months and at least annually; this item is not delegated to another administrator. <input checked="" type="checkbox"/> SE program leader shares information about EBP barriers and facilitators with the executive team at least twice each year. The executive team helps the program leader identify and implement solutions to barriers. | |
| SERVICES | | | | |
| 1 | Work Incentive planning | 4 | <p>Agency staff have received training regarding some basics of some of the work incentive programs from Granite State Independent Living (GSIL). GSIL is also helping clients agency-side with management of disability benefits and obtaining benefits analyses. While this type of training and services are useful, it is not clear that all SE clients are offered individualized work incentive 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 should utilize local resources to collaborate with and refer clients to regarding access to thorough work incentives counseling. Work Incentives Counseling services are typically provided by a Certified Work Incentives Counselor (CWIC) who receives several hours of intensive training due to the complexity and variety of work incentive options.</p> <p>Though the agency has access to GSIL to assist with complex benefits issues and providing benefits analyses, the primary strategy the SE team uses for helping clients with benefits is to instruct clients to stay under SGA. It is important for all SE clients to have access to specially trained providers who can develop comprehensive work incentive counseling reports, in addition to providing clients with multiple options of work incentives programs.</p> |

| # | Item | Rating | Rating Rationale | Recommendations |
|---|---|--------|---|---|
| 2 | Disclosure | 3 | <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 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 type="checkbox"/> Employment Specialists discuss specific information to be disclosed & offer examples of what might be said to employers. <input checked="" type="checkbox"/> Employment Specialists discuss disclosure on more than one occasion. <p>Only 1 record out of the 10 reviewed contained information that Employment Specialists discuss disclosure with clients. According to multiple sources of information, Specialists do not discuss disclosure in detail, including the pros and cons of disclose and the specific information to be disclosed.</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 and consistently document when this is done. 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 | 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 type="checkbox"/> The vocational profile is updated on a regular basis. <input 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. | <p>The agency should establish a consistent process for Vocational Profiles to be regularly completed and updated for all clients, and for those Vocational Profiles to be readily accessible in client records. 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 | 3 | <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 125 days after program entry.</p> <p><input checked="" type="checkbox"/> The SE program tracks employer contacts.</p> | <p>One of the core foundations of SE is to respond in a timely manner regarding their employment goals by working with clients to provide opportunities to meet with potential employers in a timely fashion. This supports client engagement and response to SE services.</p> <p>The SE Team Leader should require Specialists to document information about a client's first contact with a potential employer using a reliable tracking system that includes 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 | 2 | <p>Employment Specialists appear to make employer contacts based on job choices which reflect client's individualized preferences, strengths, symptoms, and lessons learned from previous jobs approximately 33% of the time. There were several career profiles that did not have individualized goals but rather described, "looking for a part time job."</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. Specific and individualized employment goals should be used to guide the job search process. Clients in SE are much more likely to be motivated about employment when they have specific individual goals.</p> |

| # | Item | Rating | Rating Rationale | Recommendations |
|---|--------------------------------------|--------|--|---|
| | | | | <p>The SE Team might 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 clients' specific employment goals and preferences and should be updated frequently.</p> |
| 6 | Job Dev - Frequent Employer Contact | 1 | <p>According to the data reviewed, Employment Specialists make less than 2 face-face employer contacts per week on average that are client specific.</p> | <p>Employment Specialists should make 6 in-person employment contacts per week regularly documented in a job development log accessible to all SE staff. Frequent job development allows for Specialists to be knowledgeable about fluctuating requirements of different jobs and the range and needs of employers in their community. The SE Team Leader should track job development contacts and provide supervision to Specialists who are not making at least 6 face-face employer contacts per week, on average.</p> |
| 7 | Job Dev- Quality of Employer Contact | 1 | <p>According to Employment Specialists, they make face-to-face employer contacts approximately 2 times per month.</p> | <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 Development- Quality).</p> <p>The SE Team 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.</p> |

| # | Item | Rating | Rating Rationale | Recommendations |
|----|------------------------|--------|--|---|
| 8 | Diversity of Job Types | 3 | According to the data reviewed, Employment Specialists assist clients to obtain different types 62% 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> |
| 9 | Diversity of Employers | 4 | According to the data reviewed, Employment Specialists assist clients to obtain jobs with different employers 73% 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 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 | 3 | Employment Specialists provide options for clients less than 75% of those options are in competitive jobs; more than 25% are in volunteer positions. | The SE Team Leader might want to review the meaning of 'competitive' jobs and the focus on competitive jobs with the Employment Specialists regularly. |

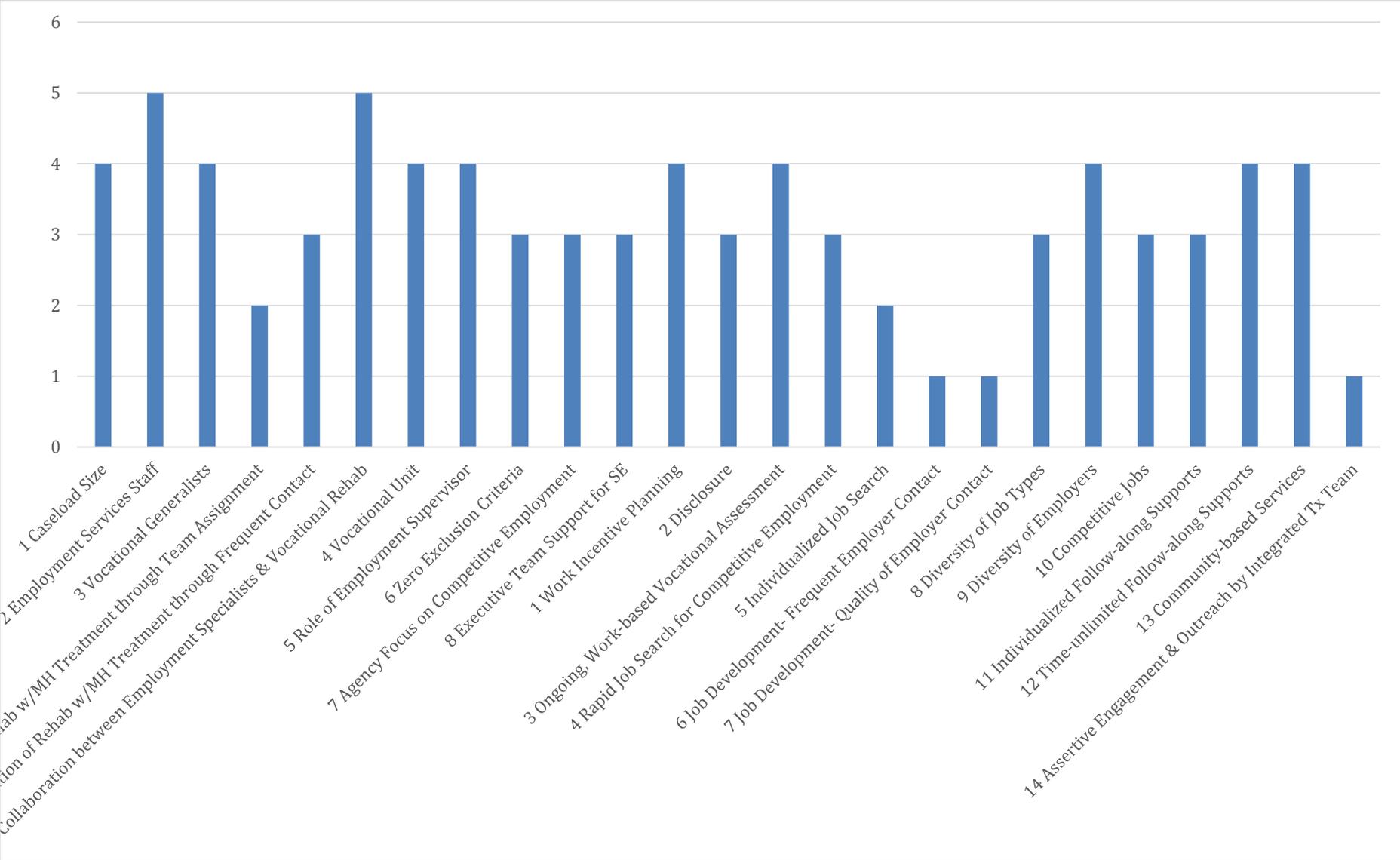
| # | Item | Rating | Rating Rationale | Recommendations |
|----|---------------------------------------|--------|---|---|
| | | | <p>According to many sources of information, the SE program encourages clients to apply for volunteer positions with programs, such as Valley Regional Hospital.</p> | <p>The encouragement of clients in the SE program to use volunteer positions presents a challenge for the SE program. Several circumstances were noted, observed, described and identified where staff referred clients to a volunteer program instead of competitive employment. The SE team should strongly consider not utilizing volunteering as a strategy for competitive employment.</p> |
| 11 | Individualized Follow-along Supports | 3 | <ul style="list-style-type: none"> <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. <input checked="" type="checkbox"/> Employment Specialists provide employer support at clients' requests. <input checked="" type="checkbox"/> Employment Specialists help clients move onto more preferable jobs and also helps with school or certified training programs. <input type="checkbox"/> The site provided examples of different types of support including enhanced supports by team members. | <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> |
| 12 | Time- unlimited Follow-along supports | 4 | <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. <p>According to records reviews, Employment Specialists have face-to-face contact within 3 days after starting a job about 60% of the time, on average. Employment Specialists have face-to-face contact about 75% of the time with clients at least monthly for a year or more, on average, after working steadily and desired by clients.</p> <p>Clients are not transitioned to step down job supports from mental health worker following steady employment.</p> | <p>The SE Team Leader should emphasize the need for the Employment Specialist to develop follow along support strategies for the critical time period right around job starts, including after the job has started.</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 | 4 | <p>Employment Specialists spend 51% or more of their total scheduled work hours in the community. Several staff from a variety of positions indicated there has been a recent and significant increase in the amount of time Employment Specialists are working in the office. People stated two clear reasons for this change: The first is the recent clarification about how much SE services can be billed in the office, and the second is a way for Employment Specialists to increase their billable productivity.</p> | <p>The SE Team Leader should work with Employment Specialists on providing SE services in the community. The SE Team Leader might consider reviewing Employment Specialists' calendars in advance of each week to evaluate how much time each Employment Specialist is planning to spend in the community. Providing services in the natural setting of the community is clearly associated with increased employment rate for clients.</p> |
| 14 | Assertive Engagement & Outreach by Integrated Team | 1 | <p>Evidence that all 6 strategies for outreach and engagement are used:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Service termination not based on missed appointments or fixed time limits <input checked="" type="checkbox"/> Systematic documentation of outreach attempts <input type="checkbox"/> Engagement and outreach attempts made by integrated team members <input type="checkbox"/> Multiple home/community visits <input checked="" type="checkbox"/> Coordinated visits by Employment Specialist with integrated team member <input type="checkbox"/> Connect with family when applicable | <p>It's imperative the team try and find out the reason(s) a client is missing SE appointments so they can help the person solve any problems that might be getting in the way. Many outreach attempts noted were made via phone. The agency should also consider providing training to treatment teams and Employment Specialists around the many different engagement and outreach strategies that might be used to reengage clients.</p> <p>Employment Specialists attending the entire mental health treatment team meetings on a weekly basis would provide an effective forum for strategizing assertive engagement and outreach mechanisms with team members.</p> <p>The SE Leader might provide training regarding identifying client supports. Support systems can be an integral tool in engagement, outreach, & supporting employment goals.</p> <p>The agency should discontinue the treatment non-adherence contingency policy with SE clients. Treatment teams as a whole should make every effort to connect with clients in a variety of ways before closing a case.</p> |

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

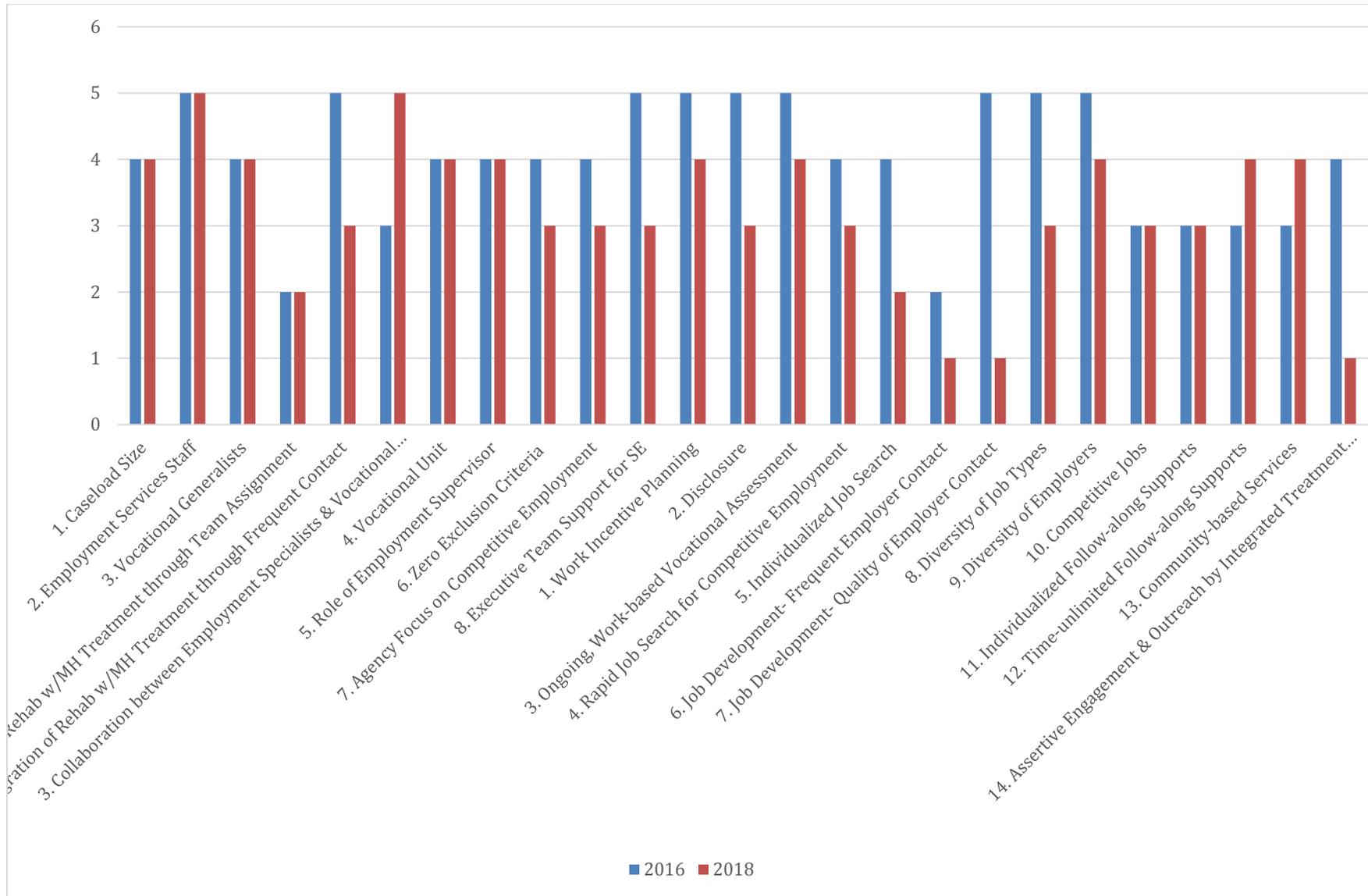
| |
|---|
| 115 – 125 = Exemplary Fidelity |
| 100 - 114 = Good Fidelity |
| 74 – 99 = Fair Fidelity |
| 73 and below = Not Supported Employment |

WCBH SE Items 2018



| SE Score Sheet Year Comparisons | 2016 | 2018 |
|--|--------------------|--------------------|
| Items | Rating 1 -5 | Rating 1 -5 |
| 1. Caseload Size | 4 | 4 |
| 2. Employment Services Staff | 5 | 5 |
| 3. Vocational Generalists | 4 | 4 |
| 1. Integration of Rehab w/MH Treatment through Team Assignment | 2 | 2 |
| 2. Integration of Rehab w/MH Treatment through Frequent Contact | 5 | 3 |
| 3. Collaboration between Employment Specialists & VR | 3 | 5 |
| 4. Vocational Unit | 4 | 4 |
| 5. Role of Employment Supervisor | 4 | 4 |
| 6. Zero Exclusion Criteria | 4 | 3 |
| 7. Agency Focus on Competitive Employment | 4 | 3 |
| 8. Executive Team Support for SE | 5 | 3 |
| 1. Work Incentive Planning | 5 | 4 |
| 2. Disclosure | 5 | 3 |
| 3. Ongoing, Work-based Vocational Assessment | 5 | 4 |
| 4. Rapid Job Search for Competitive Employment | 4 | 3 |
| 5. Individualized Job Search | 4 | 2 |
| 6. Job Development- Frequent Employer Contact | 2 | 1 |
| 7. Job Development- Quality of Employer Contact | 5 | 1 |
| 8. Diversity of Job Types | 5 | 3 |
| 9. Diversity of Employers | 5 | 4 |
| 10. Competitive Jobs | 3 | 3 |
| 11. Individualized Follow-along Supports | 3 | 3 |
| 12. Time-unlimited Follow-along Supports | 3 | 4 |
| 13. Community-based Services | 3 | 4 |
| 14. Assertive Engagement & Outreach by Integrated Treatment Team | 4 | 1 |
| Total | 102 | 80 |

WCBH SE 2016 & 2018 Items



SE Fidelity Quality Improvement Plan Template
West Central Behavioral Health

Location: Lebanon/Claremont-Adult

Date: 06/22/2018

SE Fidelity Area in Need of Improvement: O1-Integration of Rehab with Mental Health

Treatment through team assignment

SE Fidelity Baseline: 1 2 3 4 5

Improvement Target: 1 2 3 4 5 by 6/2019 (date)

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 |
|---|---|------------|--------------------------|--|
| Once WCBH is in a position to hire additional Supported Employment staff, WCBH will post the position onto a hiring site with the approved job description outlining the positions' tasks and duties. | To increase staff supports for client's participating in Supported Employment | 6/2018 | 6/2019 | Jane Morgan, Team Leader for Supported Employment |

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

SE Fidelity Area in Need of Improvement: O2- Integration of rehab with MH treatment through frequent contact

SE Fidelity Baseline: 1 2 3 4 5

Improvement Target: 1 2 3 4 5 by 9/30/2018 (date)

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 Employment Specialist will continue to attend weekly treatment team meetings. Strategies will be explored that will pay attention to the clients who have not yet been referred to SE services. | Paying specific attention to clients that may benefit from SE and referring them into the program | 6/30/2018 | 9/30/2018 | Jane Moran, Team Leader for Supported Employment |

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

SE Fidelity Area in Need of Improvement: O4: Vocational Unit

SE Fidelity Baseline: 1 2 3 4 5

Improvement Target: 1 2 3 4 5 by **6/2019** (date)

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 |
|---|---|------------|--------------------------|---|
| WCBH will continue to evaluate all staffing needs and capacity, and consider additional SE staff over time. | As WCBH gathers more clients to Supported Employment, our hope is to be able to expand our Supported Employment team. | 6/2018 | 6/2019 | Jane Morgan, Team Leader for Supported Employment |
| WCBH will explore funding sources to assist us with the possibility of modifying how we deliver Supported Employment services | As WCBH gathers more clients to Supported Employment, our hope is to be able to expand our Supported Employment team. | 6/2018 | 6/2019 | Jane Morgan, Team Leader for Supported Employment |
| WCBH will utilize technical assistance supports on ways to create revenue that would sustain the Supported Employment program | As WCBH gathers more clients to Supported Employment, our hope is to be able to expand our Supported Employment team. | 6/2018 | 6/2019 | Jane Morgan, Team Leader for Supported Employment |

Additional Comments:

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

SE Fidelity Area in Need of Improvement: O6- Zero Exclusion Criterion

SE Fidelity Baseline: 1 2 3 4 5

Improvement Target: 1 2 3 4 5 by **9/2018**(date)

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 |
|---|---|--------------|--------------------------|---|
| WCBH has reviewed the “No-Show” policy (<i>please find attached</i>) that was created January 1 st , 2018, to ensure that missed supported employment appointments were not criteria to terminate services with clients. | To ensure that all clients who are in need of supported employment supports receives them | July meeting | 7/2018 | Emma Henderson, Director of Quality Improvement |
| WCBH will continue to ensure that all agency staff is aware of new/recently revised policies, such as the “No-Show” policy, in platform settings such as the Employee Forum or email notifications. | To ensure that all clients who are in need of supported employment supports receives them | 6/2018 | 6/2018 | Emma Henderson, Director of Quality Improvement |

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

SE Fidelity Area in Need of Improvement: O7- Agency focus on competitive employment

SE Fidelity Baseline: 1 2 3 4 5

Improvement Target: 1 2 3 4 5 by **12/6/2018** (date)

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 Supported Employment supervisor and the Program Directors will work on identifying opportunities for more public sharing of success stories, such as in an IMR group setting. The agency is also looking into ways to incorporate a “celebration” that will be open to those who are not yet working and allow them to hear success stories of those who have returned to competitive employment. | By achieving this, WCBH hopes to create a place for clients who are not yet employed to hear employed SE clients’ success stories. | 06/6/2018 | 12/6/2018 | Jane Morgan, Team Leader of Supported Employment |
| WCBH will encourage clients to share their work stories by incorporating them into the Employee Newsletter that is disseminated agency-wide on a quarterly basis | By broadcasting clients’ work stories, WCBH hopes that it will bring attention to agency staff to the Supported Employment program | 06/6/2018 | 12/6/2018 | Jane Morgan, Team Leader of Supported Employment |
| WCBH will develop ways to measure the rate of competitive employment and share these outcomes with leadership and staff. | WCBH hopes that this will help educate staff about work as a recovery goal as well as WCBH’s organization goals | 06/6/2018 | 12/6/2018 | Jane Morgan, Team Leader of Supported Employment |

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

SE Fidelity Area in Need of Improvement: O8- Executive team support for SE

SE Fidelity Baseline: 1 2 3 4 5

Improvement Target: 1 2 3 4 5 by **06/2019** (date)

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 |
|---|---|---------------------|--------------------------|---|
| WCBH will continue to incorporate discussions surrounding Supported Employment from the CEO at the Employee Forum that occurs bi-annually. All WCBH employees attend the forum 2x per year and hear this important message. | To continue discussion surrounding the value of Supported Employment to all staff members agency-wide. | Implemented in 2017 | 06/30/2019 | Emma Henderson, Director of Quality Improvement |
| The Team Leader for Supported Employment will continue to meet with the Executive staff bi-annually to review fidelity and program implementation, as well as identify and problem solve around barriers that may exist | This is to ensure that the Executive staff support the development and continue implementation of the Supported Employment model. | 06/30/2018 | 06/30/2019 | Emma Henderson, Director of Quality Improvement |
| The Supported Employment Team Leader will continue to meet with all new clinical staff to orient them to SE and its' goals. | This will be designed to orient staff member on the principles of Supported Employment and what the goals of SE are. | 06/30/2018 | 06/30/2019 | Emma Henderson, Director of Quality Improvement |

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

SE Fidelity Area in Need of Improvement: S2- Disclosures

SE Fidelity Baseline: 1 2 3 4 5

Improvement Target: 1 2 3 4 5 by **09/30/2018** (date)

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 Team Leader will review the client records and ensure disclosures are prominent in the Career Profile on the Supported Employment Management System for all clients engaged with the SE program. | To ensure that all disclosures are completed and easily located in the clinical record. | 06/30/2018 | 09/30/2018 | Jane Morgan, Team Leader of Supported Employment |
| During future audits, the Supported Employment team will ensure the auditors have access to the medical records section to view where disclosures are located. | All clients will have disclosures in the record that can be easily reviewed by auditors. | 06/30/2018 | 06/30/2019 | Jane Morgan, Team Leader of Supported Employment |

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

SE Fidelity Area in Need of Improvement: S4- Rapid job search for competitive employment

SE Fidelity Baseline: 1 2 3 4 5

Improvement Target: 1 2 3 4 5 by **06/30/2019** (date)

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 |
|---|--|------------|--------------------------|---|
| WCBH's target is to make the first face-face contact with an employer within 90-days. Staff will explore more ways to be more assertive in addressing the barriers that clients present with that delay rapid job search. | The desired outcome is to respond in a timely manner regarding the client's employment goals by working with them to provide opportunities to meet with potential employers/contacts as quickly as possible after program entry. | 06/30/2018 | 06/30/2019 | Jane Morgan, Team Leader for Supported Employment |
| Ensure auditors at the next SE Fidelity review are oriented to the SEMS system for finding this information | The desired outcome is to respond in a timely manner regarding the client's employment goals by working with them to provide opportunities to meet with potential employers/contacts as quickly as possible after program entry. | 06/30/2018 | 06/30/2019 | Jane Morgan, Team Leader for Supported Employment |

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

SE Fidelity Area in Need of Improvement: S5- Individualized job search.

SE Fidelity Baseline: 1 2 3 4 5

Improvement Target: 1 2 3 4 5 by **6/2019**(date)

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 Supported Employment Team Leader will ensure that the team continues to document the client’s goals in the client’s Career Profile that is located on the Supported Employment Management System.</p> <p>WCBH will continue to work on identifying more detailed information that can be found on the client’s SE career profile.</p> | <p>The desired goal is to assist clients in developing goals that are personal and specific to their desired employment.</p> | <p>06/30/2018</p> | <p>6/2019</p> | <p>Jane Morgan, Team Leader for the Supported Employment</p> |

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

SE Fidelity Area in Need of Improvement: O6- Job dev-frequent employer contact

SE Fidelity Baseline: 1 2 3 4 5

Improvement Target: 1 2 3 4 5 by **12/30/2018** (date)

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 |
|--|---|------------|--------------------------|--|
| WCBH will aim to achieve 3 face-face employer contacts per week and document contact in the job development log. | The desired outcome is for the Specialists to be aware about fluctuating requirements for different jobs and the different needs of employers in our community. | 06/30/2018 | 12/30/2018 | Jane Morgan, Team Leader for Supported Employment |

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

SE Fidelity Area in Need of Improvement: S7- Job dev-quality of employer contact

SE Fidelity Baseline: 1 2 3 4 5

Improvement Target: 1 2 3 4 5 by **6/30/2019** date)

Improvement Strategies (select all that apply):

- Policy change
 Practice change
 Process change
 Workforce Development
 Infrastructure improvement
 Other **Orienting the auditors on accessing the information.**

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 |
|---|---|------------|--------------------------|--|
| WCBH uses the Supported Employment Management System where the Specialist documents job development and the interactions and relationship with employers. | The desired outcome is for the auditors to have access to the information of the SEMS and make it part of the orientation process in the morning of the audits. | 06/30/2018 | 06/30/2019 | Jane Morgan, Team Leader for Supported Employment |

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

SE Fidelity Area in Need of Improvement: S8- Diversity of job types

SE Fidelity Baseline: 1 2 3 4 5

Improvement Target: 1 2 3 4 5 by **06/30/2019** (date)

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 |
|---|---|------------|--------------------------|--|
| WCBH will aim to assist clients in creating personal and meaningful goals and diversifying 85-100% of the time. | This is to help clients create personal and meaningful employment goals to create a wider variety of job types. | 06/30/2018 | 12/30/2018 | Jane Morgan, Team Leader for Supported Employment |

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

SE Fidelity Area in Need of Improvement: S10- Competitive jobs

SE Fidelity Baseline: 1 2 3 4 5

Improvement Target: 1 2 3 4 5 by 9/30/2018 (date)

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 |
|---|---|------------|--------------------------|--|
| Findings were reviewed with the Team Leader. The Team Leader will present and enforce in the team meeting that competitive employment is always a priority unless the client requests volunteering as a stepping stone into supported employment. | To improve the rates of competitive employment. | 06/30/2018 | 09/30/2018 | Jane Morgan, Team Leader of Supported Employment |
| The Team Leader will continue to present at the semi-annual employee forum about Supported Employment where all agency staff are in attendance. | To improve the rates of competitive employment. | 06/30/2018 | 09/30/2018 | Jane Morgan, Team Leader of Supported Employment |

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

SE Fidelity Area in Need of Improvement: S11- Individualized follow-along support

SE Fidelity Baseline: 1 2 3 4 5

Improvement Target: 1 2 3 4 5 by **09/30/2018** (date)

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 |
|---|--|------------|--------------------------|--|
| In order to allow other members of the clients' treatment team to offer different types of enhanced support, the Specialists will begin documenting this in ECHO which will enable greater communication and more efficient coordination. | The desired outcome is that the client gain enhanced support from their treatment team surrounding ways to excel in the work environment | 06/30/2018 | 09/30/2018 | Jane Morgan, Team Leader for Supported Employment |

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

SE Fidelity Area in Need of Improvement: S14-Assertive engagement and outreach by integrated team

SE Fidelity Baseline: 1 2 3 4 5

Improvement Target: 1 2 3 4 5 by 6/2019 (date)

Improvement Strategies (select all that apply):

- Policy change
 Practice change
 Process change
 Workforce Development
 Infrastructure improvement
 Other: **Orienting the auditors on accessing the information.**

Action Plan (List the

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>WCBH does practice assertive engagement and outreach by the integrated team; however we will begin documenting this into the client’s chart so it is more easily identified.</p> <p>WCBH does practice barrier assessment; however, outreach resources are limited and, therefore, WCBH spends the majority of the effort on clients that are engaged in Supported Employment.</p> | <p>The desired outcome is for the auditors to have access to the information of the SEMS and make it part of the orientation process in the mornings.</p> | <p>06/30/2018</p> | <p>06/2019</p> | <p>Jane Morgan, Team Leader of Supported Employment</p> |



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

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July 17, 2018

Suellen Griffin, CEO
West Central Behavioral Health
9 Hanover Street, Suite 2
Lebanon, NH 03766

Dear Ms. Griffin,

The New Hampshire Department of Health and Human Services, Bureau of Behavioral Health, received West Central Behavioral Health SE Fidelity Quality Improvement Plan submitted on July 10, 2018 that was in response to the SE Fidelity Review conducted May 15, 2018 through May 16, 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.

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
603-271-8376

LAQ/laq

Enclosures: WCBH SE Progress Report Template
CC: Karl Boisvert, Diana Lacey, Julianne Carbin