



The Department of Health Services (DHS) resource series provides managed care organizations with best practices, guidance, and reference materials. This series does not include directions on contract requirements or directives from DHS.

Authorizing Individual Supported Employment Competitive Integrated Employment (CIE)¹ Job Coaching for Family Care, Family Care Partnership, and PACE Members

Purpose: This resource memo is intended to offer best practice guidance for authorizing supported employment CIE job coaching for Family Care, Family Care Partnership, and PACE members. This memo also defines and explains:

- The appropriate use of trained job coaches for CIE **stabilization monitoring** to prevent job loss if on-the-job supports have been faded completely.
- The appropriate use of **workplace personal assistance (WPA)** for MCOs contracting for this service as a long-term on-the-job support to follow CIE job coaching. These guidelines are intended for managed care organizations (MCOs) that are purchasing individual supported employment services based on units of service, are consistent with the vision and the requirements of Family Care, Family Care-Partnership, and PACE, and are consistent with the program goal of providing the most effective and cost-effective services to support members' CIE outcomes.
- The Partners with Business (PwB) support model as an alternative to or augmentation of job coaching.

Best Practices of Supported Employment-Individual Services and Supports

- **Job coach fading** helps ensure that a member is achieving optimum self-sufficiency, workplace integration, and that supported employment services and supports are effective and cost-effective over time.
- **A good job match and effective job coach instruction and support** produce the best member CIE outcomes. A good job match requires matching the member's interests, skills, and other important conditions for success as identified in the supported employment person-centered assessment or Discovery process.
- **Interagency collaboration and communication** between employment team members offer the best chance for successful member CIE outcomes. Regardless of whether DVR or MCO pays for the CIE assessment or Discovery process, the MCO Interdisciplinary Team (IDT) staff should be part of the employment review process of the job seekers assessment or Discovery report. Through this communication and collaboration, the employment team staff contribute to identifying the criteria for a good job match with the person **before** job development begins.

¹ For the definition of Competitive Integrated Employment (CIE), see dwd.wisconsin.gov/dvr/partners/cie/definition.htm.

- **A combination of strategies** used by a trained and experienced job coach provides successful member CIE outcomes. These strategies include job and task analysis through systematic instruction; on-the-job training; use of assistive technology or other adaptive aids; and engagement of natural and/or paid co-worker supports.
- **Member co-worker support**, when feasible, allows the member to achieve greater independence and/or inter-dependence in performing their job duties, thereby reducing the need for the job coach support.
- **Stabilization monitoring** (defined/explained later in this memo) is critical to prevent job loss when all job supports are not able to be faded completely for some members.

Transportation

- Addressing each member's transportation needs is an essential part of ensuring members' success in CIE. This involves collaboration between all members of the employment team. The employment team consists of the member, their legal decision maker, DVR counselor, IDT staff, supported employment service provider, and anyone else the member chooses to be on their employment team.
- Transportation discussions include any member of the employment team helping to identify, and share with the team, transportation options available to the member, maximizing use of natural supports whenever possible.
- DVR and the MCO staff must talk about who will pay for transportation, if needed. Who pays for transportation for the short and long-term is discussed and decided upon at meetings between employment team members. DVR may pay for member transportation for CIE until transitioning to long-term support. At the time of transition to long-term care, the IDT staff use the MCO's service authorization method (for example, resource allocation decision-making process [RAD]) to determine if a member needs MCO funded support for transportation and to determine the most effective and cost-effective option available for the member.

Principles of Family Care and Family Care Partnership RAD Process

- Provide the right support, in the right amount, at the right time.
- Support members' outcomes in the most effective and cost-effective way.
- Maximize member independence, self-sufficiency and use of community and natural supports to reduce dependence on paid supports and promote the ability to live in the most integrated manner possible.
- Investing in prevention is a critical aspect of Family Care's model.

Principles for Authorizing CIE Job Coaching

- The amount of job coaching authorized must be individually determined based on member needs. The amount authorized must be regularly reviewed and adjusted accordingly.
- The RAD process allows the MCO to individualize the job coaching authorization process for each member so that there is no policy or practice, across-the-board cap, or time-limit on job coaching supports available to Family Care members.

What questions do IDT staff ask when determining CIE job coaching authorization?

In determining the amount of job coaching to authorize for a member at a particular point in time, IDT staff are encouraged to use the following questions as a guide for gathering relevant information. Service authorization decisions are made by the full IDT, which includes the care manager, RN, member, and legal decision-maker, if one is appointed.

1. How many hours per week is the member working?

It's essential to know how many hours the member is working each week. This helps put the request for job coaching hours into perspective. A request for 10 hours of coaching per week for a member working 30 hours a week is very different than a request for 10 hours of coaching per week for a member working 12 hours a week. The cost-effectiveness of job coaching cannot be accurately determined if the hours worked by the member are not known.

2. How long has the member been in the job, including any time when the member's on-the-job supports were funded by DVR or the school system?

Generally, the longer a member has been in a job, the greater the expectation that coaching supports have been significantly faded (reduced) from the coaching level authorized when the job first began.

3. How long has the member been at the current level of job coaching support?

Job coach support fading typically occurs incrementally but should continue to occur if job coaching is still being authorized. Members should not remain at the same level of coaching for an extended period of time (for example, 12 months). It is the job coach's responsibility to have a fading plan to address their role while empowering the member to build on their own strengths and connections on-the-job. The fading plan should be specific, for example:

- **Timeline-Goal-Method:** Within 12 weeks, the job coach will support the member 30 minutes less per shift by using systematic instruction and prompts delivered through Remote Support Technologies to enable the member to do 30 more minutes of work without the job coach present at the job site.
- **Timeline-Goal-Method:** Within 1 month, the job coach will leave the job site 20 minutes earlier on Monday, Tuesday, and Thursday by introducing a picture instruction sheet and engaging a co-worker to provide needed prompts to the person.

4. Has there been any recent changes impacting the member's need for job coaching?

Consider any recent change that would explain why fading has justifiably not occurred, including:

- Changes related to supervisor or co-worker (for example, a very supportive supervisor or co-worker has been replaced by one who is not as supportive or clearly unsupportive).
- Changes in natural supports (for example, the loss of a natural support that provided transportation or support during break and/or lunch).
- Changes in the member's job duties or expectations.
- Changes in the member's health and or physical/cognitive condition as it relates to the member's performance on the job.
- Major changes in the member's life or home circumstances that create stress for the member (for example, death in the family, moving, new roommate, etc.).
- A member's health, life, or home circumstances have changed in a way that negatively impacts employment performance.

Consider any recent changes that would suggest additional fading should be occurring:

- Positive changes in supervisor, key co-worker, or other sources of natural support.
- Job duties and expectations are decreased, or the member's health, life, or home circumstances improve.

5. What were the results of member's most recent performance reviews by they/their employer/supervisor?

Good performance reviews are an indication of job stability and quality performance by the member. It is a good time to expect meaningful fading to occur as the result of a clear plan for fading being developed and implemented by a trained and experienced job coach.

6. How does the member and legal decision-maker feel?

Involvement of the member and legal decision maker in the development and updating of the member-centered plan (MCP) is an essential requirement in Family Care.

Member and legal decision maker input is essential for changes in job coach supports.

Ask the member the following questions:

- What is their relationship with their supervisor and co-workers?
- How much do they rely on the supervisor and co-workers to complete job tasks, as opposed to the job coach?
- What is their perspective on the role the job coach plays?

The member's perspective on the role the job coach plays can help determine whether a reduction in coaching is appropriate and can be done without jeopardizing the member's job security.

To avoid jeopardizing the member's employment **always seek the member's input outside of the member's work time** so that the member can remain focused on doing their job while at work.

7. What is the opinion of the job coach?

The job coach will have insight into the day-to-day work experience. IDT staff is encouraged to ask the job coach's perspective on questions on all aspect of the job.

The last two pages of this memo offer a sample Job Coaching Progress Report which IDT staff could use to collect the relevant information from the job coach. The sample report includes a section that asks the job coach to affirm the amount of job coach support being requested for the next period of service authorization. The report asks for a description of the fading plan to be used if job coach support is reauthorized. This ensures that the job coach's attention is focused on maximizing the member's ability to maintain their job while also fading the amount of job coach support.

8. What is the opinion of the employer/supervisor?

Since supported employment focuses on supporting and responding to the member **and** the employer, decisions about reducing job coaching hours must be made with input from the employer (typically the member's supervisor). The job coach typically solicits the input of the employer.

If the job coach is indicating a reduction in coaching **can** occur, the IDT staff should confirm with the job coach that they have consulted the employer and obtained their agreement. However, if the IDT staff has taken account of the various information described in 1 through 6 above and has concluded that a reduction in job coaching appears feasible but the job coach suggests a reduction in job coaching **should not** occur, the IDT staff will need to contact the

member's work supervisor, with permission of the member and their legal decision maker, to obtain their input directly.

Keep in mind this is not a common interaction for an employer, who typically interacts with the job coach. The IDT staff making the contact will need to explain who they are and why the contact is being made. **This should be done in as non-intrusive a way as possible.** It is not necessary to notify the job coach **before** making this contact, but as a courtesy, the coach should be told the IDT staff made this contact **as soon as it has been made.**

The IDT staff should **only contact the employer directly when there is a documented difference of opinion between the IDT staff and the job coaching provider** regarding the fading of the job coach. The IDT staff needs to obtain the employer's perspective by contacting the employer directly.

9. What are the member's unique support needs?

Certain member-specific issues may make it impossible to reduce paid workplace supports. For example, acute health or behavioral needs, a history of engaging in criminal behavior if unsupervised, the presence of a protective services or other court order, or a history of vulnerability/exploitation may mean a support staff should always be present, even if/when the member has become independent on the job. These are some situations where it is recommended that IDT staff consider a Workplace Personal Assistant (WPA), if your MCO contracts for this service. A workplace personal assistant is a person who helps the member maintain their job but is not teaching skills to learn the job. Other situations where a WPA may be considered are discussed below.

If your MCO does not contract for WPA services and a job coach is clearly no longer needed, a support person hired through Self Directed Supports or supportive home care could be explored as an option to support a person on-the-job. To ensure quality and preserve the member's employment it is recommended for any support person replacing a job coach to complete the [DHS WPA training](#) before providing support in a workplace.

10. Could the Partners with Business (PwB) support model be a way to support the member on the job?

Yes. The PwB support model enables a member to maintain CIE with a combination of natural and paid employment supports provided directly by their employer. The employer recruits, trains, supports the natural and paid employment supports, and is backed-up by a qualified supported employment provider. PwB can augment natural support with formal paid supports provided by a designated co-worker. The supported employment provider reimburses the employer for the co-worker(s) support that is beyond what is typically available to workers without disabilities filling the same or similar positions. PwB is a cost-effective way to support workers to be successful on the job. PwB capitalizes on the natural supports (coworkers and supervisors) in the workplace and compliments this natural support with more formal supports when necessary for job success. These more formal supports can include assistive technology, co-workers, or job coaches from a vocational support agency. To learn more about PwB go to the [Let's Get To Work Partners with Business Toolkit](#).

11. What should IDT staff do if fading gains are not being made?

The first step to ensuring fading gains are being made is to **ensure the job coach has developed and is implementing a fading plan** specifically tailored to the member's

situation. The plan should include a specific fading goal, an explanation of the method that will be used to achieve the goal, and a target date for when the goal will be achieved. There are many strategies that can be used to accomplish fading. The job coach should have a fading plan in place **at the beginning** of each authorization period.

When re-authorization of a job coach service is requested, the IDT staff's role is evaluating to what extent coaching continues to be necessary. As part of making this evaluation, the IDT is encouraged to use information gathered from asking the questions outlined above. However, if two six-month job coaching authorization periods have passed without any fading gains during that time, and there are no extenuating circumstances that explain why fading hasn't occurred, IDT staff should consider whether additional fading should be expected or not. If additional fading is thought to be possible, IDT staff should hold the job coach and job coach agency responsible for developing a viable fading plan within thirty days after reauthorization of job coaching. If the job coach is at a loss for how to facilitate further fading, the job coach may need to obtain assistance from more experienced personnel in their agency. If the current job coaching agency isn't able to develop a viable fading plan, the IDT staff may decide to use a different job coaching provider with the needed skills in developing and implementing a fading plan. If additional fading gains are **not** thought to be possible, IDT staff will implement the RAD process to determine the most effective and cost-effective way to continue to support the member's employment outcome. This could involve utilizing a WPA service, using someone hired through SDS or supportive home care, developing PwB agreements with the employer, or continuing to authorize job coaching without further expectation of fading. The RAD will be used to determine if the MCO may continue funding the job coaching service based on member progress towards skill development and cost effectiveness. If the RAD process determines that long-term support is necessary for the member to meet their employment outcome, the MCO should maintain the funding for that service.

12. What is the difference between CIE job coaching and WPA support?

- CIE job coaching is intended to teach the member to do the work tasks independently through systematic instruction, technology and/or with help from natural supports, thereby allowing the job coach to fade.
- A WPA physically and/or verbally assists the member to perform work tasks the member is unable to do without assistance².

To ensure WPA results in the most effective and cost-effective supports for the member, this service should be used **after** fading of job coaching has been maximized.

For example:

Member has just received 12 months of job coaching but no additional fading gains have resulted and there are no extenuating circumstances affecting the member. Rather than continuing to authorize job coaching the IDT may determine the most cost-effective way to support the member's outcome is to authorize WPA instead of job coaching.

² This does not mean the WPA is doing work tasks for the participant, while the participant passively observes. WPA can also provide personal care at the workplace in situations where neither job coaching, nor job assistance is needed.

Keep in mind:

If WPA support is substituted for job coaching **too early**, maximum fading may not be achieved and the MCO will spend more money over the long term. Job coaching should always be used first so that the need for on-the-job support can be reduced to the greatest extent possible. Unlike WPA staff, job coaches are trained in strategies to facilitate fading, and this is an expected part of their role. IDT staff should be cautious about replacing job coaching with WPA before fading has been maximized. While this may appear to be cost effective in the short-term, it will in fact cost more in the long-term.

13. What if job coaching has been reduced to just a few hours a month? Should the goal be to eliminate it entirely?

Where best practice supported employment is implemented, including a good job match and effective job coaching, significant fading should be occurring. When job coaching has been faded to just a few hours a month, this is stabilization monitoring. At this point, the purpose of the job coaching is to ensure on-going stability and to prevent job loss.

This minimal authorization of job coaching units can reduce the risk of the member losing a long-standing job, thus making the job coaching very cost-effective. When supports have been reduced to this level and are directed at anticipating and preventing problems that would otherwise cause a job loss or a request for an increased authorization of services, a trained job coach is appropriate. A WPA does not have the training or experience to do this kind of work with employers and supported employees.

An authorization to continue a minimal amount of job coaching for the purpose of preventing potential job loss is consistent with Family Care's strong focus on prevention.

14. Why should IDT staff exercise great care in making the decision to eliminate job coaching altogether?

If job coaching is completely discontinued, it is critical that IDT staff ensure the employer and the member have a clear point of contact they can use if issues arise. However, since there is a risk that **the member or employer may not use the point of contact**, and consequently the member may lose their job before others realize there was a problem, the IDT staff needs to ensure that **proactive** stabilization monitoring is being done. This involves a designated party (for example, care manager, family member, legal decision maker, etc.) regularly checking in with the employer and member to confirm everything is going well. Keep in mind, it may be more cost-effective to pay the job coach to do the preventative check-ins, rather than having this responsibility transfer to IDT staff. Regardless of who does the stabilization monitoring, a procedure should also be in place to ensure job coaching can be quickly re-authorized, if it is needed, so issues raised by the employer or supported employee can be addressed immediately after they are identified.

Appendix

Sample Semi-Annual Job Coaching Progress Report

Sample Semi-Annual Job Coaching Progress Report

Member Name:	Supported Employment Agency:
Lead/Primary Job Coach Name:	Lead/Primary Job Coach Cell Phone Number and email Address:
Employer Name and Address:	Supervisor Name:
Hours Worked Per Week:	Hourly Wage:
Length of Time on Job:	
Results of Member's Most Recent Employee Performance Evaluation or Most Recent Feedback from Supervisor at Work:	
Weekly Hours of Job Coaching Currently Authorized:	
Fading Achieved during Last Six Months (please describe):	
If no fading achieved, please explain:	
Weekly Hours of Job Coaching Requested for Next Period of Service Authorization:	
If this request represents an increase in the level of coaching previously approved, please explain why this is needed:	
Plan for Fading during Next Period of Reauthorization:	
1. Amount of fading that will be achieved:	
2. Target date for achieving the targeted amount of fading:	
3. Job coaching method(s) that will be used to achieve fading:	
Report Prepared By:	Date: