



BEST PRACTICE GUIDELINES FOR JOB COACHING ON HOURLY BASIS

Overview of New Resource Memo
Issued by DHS for Use in Family
Care Managed Care Programs



Resource Memo

- Resource Memo #12-02
- Issued August 28, 2012

<http://www.dhs.wisconsin.gov/lc/Partners/infoseries/rs12-02.pdf>

- Resource Series provides MCOs with best practices, guidance and/or reference materials.



History

- Feedback from around the state
- MCOs concerned that too much job coaching was being authorized in particular situations
- Providers concerned that too little job coaching was being authorized in particular situations
- No consistent approach to authorizing job coaching

Implications

- Too much service:

Supported employment can't be expanded because its not cost-effective.

- Too little service:

Individuals in supported employment lose their jobs due to inadequate support.



Need Valid Method for Assessing Job Coaching Needs

- Method should make sense to funding sources and providers
- Method should not make SE unavailable to people with most significant disabilities
- Method should allow for individualized service authorizations that can be adjusted over time



Need Valid Method for Assessing Job Coaching Needs

- Method should expect fading over time
- Method should account for exceptional situations
- Method should incorporate input from all involved – not just one source



Key Questions

What principles guide all service authorization decisions in Family Care?

What principles should guide the delivery of supported employment services?



Key Questions

What principles should guide the authorization of job coaching services in particular?

What information do funding sources need in order to make appropriate job coaching authorizations?



Key Questions

What guidance should funding sources have as they interpret information provided to them in order to decide on job coaching authorizations?



Key Questions

What if fading does not occur?

What options does the funding source have?



Broad Principles for Any Service Authorization

- Provide the right support, in the right amount, at the right time.
- Effectively support an individual's desired outcomes in the most cost-effective way.
- Maximize independence, self-sufficiency and use of community and natural supports in order to reduce dependence on paid supports.
- Investment in prevention is a critical component of a quality service system

Principles of Supported Employment

- Fading the job coach is a best practice in Supported Employment; fading helps ensure that member is achieving optimum self-sufficiency and that Supported Employment is cost-effective over time.
- A good job match and effective job coaching will generally result in fading of coaching over time.
- A good job match requires matching to the member's interests, skills, environment and other important conditions for success as identified in the Supported Employment Assessment or Discovery process.
- Criteria for a good job match should be identified before job development begins.

Principles of Supported Employment

- Fading is possible due to a combination of strategies used by a trained and experienced job coach. These strategies include: job and task analysis; on-the-job training including systematic instruction; use of assistive technology or other adaptive aids; and engagement of natural supports.
- Fading is possible when a member achieves greater independence and/or inter-dependence with co-workers in performing his/her job, thereby reducing the need for the job coach.
- In some but not all situations, on-the-job supports can be faded completely. In these situations, stabilization monitoring is still critical to prevent job loss.



Principles for Authorization of Job Coaching

- The amount of job coaching authorized must be individually determined based on member need; the amount authorized must be regularly reviewed and adjusted accordingly.
- The funding source is not allowed to establish, through policy or practice, an across-the-board cap or time limit on job coaching supports.



Making Appropriate Job Coaching Authorizations

What funding sources need to know:

1. How many hours per week is the individual working?
2. How long has the individual been in this job, including time supported by VR?
3. How long has the individual had the current level of job coaching support?

Making Appropriate Job Coaching Authorizations

What funding sources need to know:

4. Has there been any changes – negative or positive - impacting the individual's need for job coaching?
 - Changes related to supervisor or co-workers
 - Changes in availability of natural supports
 - Changes in the person's job duties or expectations
 - Changes in the person's health and or physical/ cognitive condition as it relates to the person's performance on the job
 - Changes in the person's life/home circumstances

Making Appropriate Job Coaching Authorizations

What funding sources need to know:

5. Results of the individual's most recent performance review by supervisor
6. Individual's unique support needs that may directly impact ability to fade job coaching
 - Acute health or behavioral needs
 - A history of engaging in criminal behavior, if unsupervised
 - The presence of a protective services
 - A history of vulnerability/exploitation, if unsupervised



Making Appropriate Job Coaching Authorizations

What funding sources need to know:

7. Individual's opinion about continued need for job coaching support (& guardian's opinion, if one appointed)
8. Job coach's opinion about the individual's need for continued job coaching support

Making Appropriate Job Coaching Authorizations

What funding sources need to know:

9. How does the employer/supervisor feel about a reduction in job coaching?

-If job coach recommending reduction can occur, confirm the job coach has consulted the employer/supervisor

-If job coach not recommending a reduction in coaching but all other information suggests a reduction is feasible, contact employer/supervisor for input before making final decision on authorization

What if Incremental Fading is Not Occurring Over Time?

- Expect a fading plan to be created prior to authorization of continued job coaching
- Fading plan should include timeline, goal and method

Examples:

- **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 a Personal Digital Assistant (PDA) to enable the member to do 30 more minutes of work without the job coach.
- **Timeline-Goal-Method:** Within 1 month, the job coach will leave the job site 30 minutes earlier on Monday, Tuesday and Thursday by introducing a picture instruction sheet and engaging a co-worker to provide needed prompts.

What if Incremental Fading is Not Occurring Over Time?

- If fading plan is unsuccessful over multiple authorization periods (e.g. over 1 year or more), consider whether its reasonable to expect that additional fading should be occurring.
- If yes:
 - Consider requiring the job coach to obtain expert technical assistance to revise fading plan within 30 days as condition of reauthorization of coaching at same level
 - Consider using a different job coaching provider with the needed skills to develop and implement a fading plan with this individual

If Continued Fading is Not Reasonable to Expect

- Consider if job coaching is at cost-effective level and therefore can be continued at this level indefinitely.
- Do this by calculating cost per hour worked by the supported employee
- Guidance: Coaching is cost effective if cost per hour worked is within range of what alternative services (day, pre-voc) cost per hour



If Continued Fading is Not Reasonable to Expect

- Consider authorizing workplace personal assistant at lower cost per hour
 - Do not do prematurely or will cost more in long run
- Consider allowing job coaching to continue without expectation of fading or cost-effectiveness
 - Look at IRWE or PASS to help fund this

How is A Job Coach Different From A Workplace PA?

- Good analogy is difference between a Daily Living Skills Trainer and a Supportive Home Care Worker.
- “Daily Living Skills Training is distinguished from Supportive Home Care by the intent of the provider. Supportive Home Care providers assist with the performance of tasks the participant is unable to do without assistance while Daily Living Skills Training is intended to teach the participant to do the task independently.” Source: Wisconsin MA Waivers Manual
- Expected outcome of services are different and thus reimbursement rates are different.

When Coaching is Down to Just a Few Hours a Month

- Should coaching be eliminated entirely?
- Think of this as “stabilization monitoring” designed to prevent unexpected job loss
- Very cost-effective investment in prevention
- Re-employment after job loss very costly
- Appropriate role for job coach, not WPA

When Coaching is Down to Just a Few Hours a Month

- IDTs should exercise great care in making the decision to eliminate job coaching altogether
- Someone must do “stabilization monitoring” which involves:
 - Acting as point of contact for member and employer, if issues arise and regularly checking in with employer and member to confirm everything is going well.
- IDT staff can assume this role; may be more cost-effective to pay job coach to do this
- Need to be able to re-authorize job coaching quickly if an issue arises that threatens the person’s job security.



Sample Job Coaching Report

- Would be submitted to IDT when new authorization for job coaching is being requested (e.g. semi-annually)
- Report fading achieved in last six months
- Describe goal and plan for fading for next six months



FOR MORE INFORMATION

Tammy Hofmeister

Tammy.hofmeister@wi.gov

608 266-7251

1 West Wilson St. P.O. Box 7851

Room 518

Madison, WI 53707