DEPARTMENT OF LABOR AND INDUSTRY

# OFFICE OF VOCATIONAL REHABILITATION

# PROGRAM POLICIES AND GUIDELINES

## PROGRAM POLICIES & GUIDELINES

**NUMBER:** 03-200.05

**SUBJECT:** Performance Based Job Coaching

**DATE:** October 28, 2003

**ADDRESSEES:** OVR Staff

State Board of Vocational Rehabilitation

State Rehabilitation Council

Client Assistance Program

Statewide Independent Living Council

Advisory Committee for People who are Deaf and Hard of Hearing

Multicultural Advisory Committee

Advisory Committee for the Blind

OVR Legal Counsel

National Federation of the Blind of PA

PA Coalition of Citizens with Disabilities

PA Association of Rehabilitation Facilities

PA Council of the Blind

PA Association for the Blind

**Effective Date:** Upon Receipt

**Resulting Action:** Delete Numbered Memo 93-600.7 (Job Coaching), dated July 1, 1993

Delete Numbered Memo 93-600.7 Supplement 1 (Job Coaching – General Fund Extended Services), dated November 1, 1996

Delete Numbered Memo 93-600.7 Supplement 2 (Job Coaching – General Fund Extended Services), dated November 4, 1996

Delete BBVS Policy VR 11-94-6, dated February 18, 1994

Delete BBVS Policy BVS/VR 90-4, dated September 5, 1990

Delete BBVS Policy BVS/VR 90-3, dated March 7, 1990

Delete BBVS memo on subject, Job Development Services in a Supported

Employment Program, dated October 23, 1990

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# Performance Based Job Coaching

# Background

In the early 1980’s numerous academic institutions began to demonstrate that persons with severe disabilities could move from day-activity programs and, with appropriate supports, work in integrated settings. Out of these demonstration projects emerged what is now known as Supported Employment. Supported Employment provides a means for individuals with severe disabilities to obtain and maintain community integrated competitive employment. The four key components of Supported Employment are: regular employment, integration, ongoing supports, and is designed to serve persons with the most severe disabilities. Federal legislation (The Rehabilitation Act Amendments of 1998: Title IV of the Workforce Investment Act of 1998, Public Law 105-220, 112 Stat 936) is the legal basis for Supported Employment or as referred to in this memo, Job Coaching services. The federal legislation defines Supported Employment as “competitive work in integrated settings…consistent with the strengths, resources, priorities, concerns, abilities, capabilities, interests, and informed choice of the individual, for individuals with the most significant disabilities for whom competitive employment has not traditionally occurred; or for whom competitive employment has been interrupted or intermittent as a result of a significant disability”. Because Job Coaching is directed at individuals with significant disabilities, most of the individuals receiving Job Coaching services will need long-term follow-along services. Time limited or Job Coaching without extended services is permitted and is appropriate for customers with less complicated rehabilitation needs.

The Office of Vocational Rehabilitation (OVR) has included Job Coaching in its array of services since the 1980’s. Following an extensive review of Job Coaching services, OVR implemented a performance based payment system for all Job Coaching services in 1999. Prior to the change to Performance Based Job Coaching Supported Employment services were funded on an hour-for-hour, fee-for-service basis.

The distinguishing feature of performance based funding is that the provider’s compensation is contingent upon the achievement of specific outcome performance measures. In the case of Job Coaching, the outcome measure is sustained employment in the competitive labor market for individuals with the most significant disabilities. In contrast, the previous fee-for-service payment system based the provider’s compensation on the amount of service delivered, rather than on specific outcomes achieved.

# Performance Based Job Coaching

Performance Based Job Coaching (PBJC) is built on the individuality of each customer. Following a comprehensive assessment, the counselor and the customer develop the Individualized Plan for Employment (IPE) that establishes the vocational goal and identifies Job Coaching as the service needed to achieve that goal. Once the IPE has been developed and a vocational goal has been established, the counselor is ready to begin the process of providing PBJC services. A Financial Needs test is required for the provision of Performance Based Job Coaching services. It is essential that the

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counselor have a comprehensive understanding of the vocational needs of the customer before beginning the process of Performance Based Job Coaching. The first step in the process is for the counselor to complete the Job Coaching Needs Determination and Training Plan. This form is completed from the information obtained through a vocational assessment and review of the customer’s records.

The Job Coaching Needs Determination and Training Plan (OVR-181 form), Hours Negotiated to Meet Job Coaching Needs For: (OVR-182 form) and Placement Report (OVR-183 form) forms were developed to standardize the documentation used in the Job Coaching process and are to be used whenever Job Coaching is provided.

# Performance Based Job Coaching Forms:

# OVR-180 form (OVR Billing Process for Job Coaching Services)

The OVR-180 form is a general overview of PBJC and is for information purposes only. It does not need to be part of a customer’s case file.

**OVR-181 form (Job Coaching Needs Determination and Training Plan)**

The OVR-181 form is both a needs assessment and a training plan. It breaks down the essential components of Job Coaching into twelve categories, beginning with the referral of a customer to a provider through job coach fading, and transition to extended services. The VR counselor uses this form to indicate the areas that need to be addressed by the Job Coaching service provider. The “other” category on the OVR-181 form should be used to identify specific items to be addressed by the job coach, such as the number of hours a week the customer wants to work. If the VR counselor has indicated a need for Job Coaching services by marking “yes” on a category, the VR counselor should authorize hours in the OVR-182 form to address this need. A vocational need should not be marked on the OVR-181 form if the VR counselor or another source will address the customer’s need.

**OVR-182 form (Hours Negotiated to Meet Needs For:)**

The VR counselor and job coach provider use the OVR-182 form to negotiate appropriate funds to address the needs identified in the Job Coaching Needs Determination and Training Plan. The guidelines for Job Coaching services provides suggested parameters for the hours of service anticipated to address the needs identified for each category. Performance based Job Coaching is based on the individuality of each customer and it is acceptable for VR counselors to go outside the suggested guidelines when developing a training plan.

There may be occasions when the original agreement needs to be amended to address issues that were not anticipated or foreseen by the VR counselor and job coach provider when the original agreement was signed. In these cases a second OVR-182 form should be completed that reflects only the additional hours added to the agreement. The additional hours (dollars) should be divided by the remaining phases that have not been completed. That amount is than added to the remaining phases and paid when that phase is achieved and a bill is submitted. **District Administrator/District Manager approval is required to amend any Job Coaching hour’s agreement.**

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**OVR-183 form (Placement Report)**

After the customer has been placed into employment consistent with the vocational goal identified in the IPE, the Job Coaching service provider uses the Placement Report to request payments when employment benchmarks have been achieved. Benchmark payments cannot be made until the VR counselor receives a Placement Report that has been properly completed and signed. The customer, service provider, and VR counselor’s signatures on the Placement Report signify that all parties are satisfied with the progress of the Job Coaching plan and that the specific benchmark has been achieved.

# Job Coaching Projected Flow of Services:

**Step 1**

The counselor, in consultation with the customer, uses the *Job Coaching Needs Determination and Training Plan* to determine the areas that will need to be addressed, by the job coach, in order to achieve the customer’s vocational goal.

**Step 2**

The customer selects a Job Coaching service provider. The VR counselor makes a formal referral to the provider of choice. All relevant materials, including the copy of the IPE, are sent with the referral to the Job Coaching service provider.

**Step 3**

The Job Coaching service provider must meet with the customer within 30 days of the referral to determine if the customer and the provider are willing to work with each other. The provider organization reviews the OVR IPE and other materials provided by the VR counselor, meets with the customer, and prepares for negotiating an agreement for Job Coaching services.

### Step 4

### The customer, OVR counselor and Job Coaching provider meet to complete and mutually accept a *Job Coaching* *Needs Determination and Training Plan.* The customer, VR counselor, and provider then sign the training plan. After the customer has signed the training plan, the VR counselor and provider meet separately to negotiate the hours needed to address the needs identified in the plan. This establishes the number of projected hours necessary for success and the total cost of the agreement (hours x provider hourly rate = total cost). Once signed, the *Job Coaching Needs Determination and Training Plan* and the *Hours Negotiated To Meet Job Coaching Needs For:* establish the Job Coaching agreement for services.

**Step 5**

The VR counselor authorizes funds, based on the agreement, to the Job Coaching service provider.

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### Step 6

## The provider submits the signed Job Coaching Needs Determination and Training Plan and Hours Negotiated To Meet Job Coaching Needs For: forms along with a bill for 15% of the total cost of the agreement. The VR counselor reviews the forms for consistency with the IPE and agreed upon services and if acceptable, pays the provider 15% of the total agreement.

**Step 7**

The VR counselor continues to maintain contact with the customer and job coach provider to assure progress toward employment. The provider places the customer into employment in a job consistent with the vocational goal listed in the IPE.

**Step 8**

After five working days, the provider submits the *Placement Report* to OVR and a bill for 35% of the total cost of the  *Job Coaching Needs Determination and Training Plan*. The five days do not have to be consecutive. Before payment of each benchmark can be made, it must be documented by the service provider and verified by the VR counselor that the customer’s job matches the career goal established in the IPE and the employer and the customer are satisfied with services. The VR counselor reviews the *Placement Report* and, if these conditions are met, pays the provider 35% of the total cost of the agreement for services.

## Step 9

After 45 calendar days from the first date of employment, the provider may submit the *Placement Report* and a bill for 25% of the total *Job Coaching* *Needs Determination and Training Plan*. The VR counselor reviews the report for consistency with the IPE and *Job Coaching* *Needs Determination and Training Plan,* contacts the customer to verify satisfaction with employment and coaching services and if acceptable, pays the provider 25% of the total agreement for services.

**Step 10**

When the customer has achieved job stability, the customer and VR counselor are satisfied with the placement, an extended service plan is in place, and the customer has worked a minimum of 90 calendar days from the first date of employment, the provider may submit the final *Placement Report* and bill to OVR for the remaining 25% of the *Job Coaching Needs Determination and Training Plan*. The VR counselor reviews the *Placement Report* for consistency with the IPE and *Job Coaching Needs Determination and* T*raining Plan,* verifies that the employer and customer are satisfied with the placement and pays the final 25% of the plan. During the time of transition to extended services the provider continues to provide job-coaching support, although the provider may have billed OVR for the final payment. Since this cost is part of the *Job Coaching* *Needs Determination and Training Plan* under category 12*,* OVR cannot be billed for these continuing services*.*

# Community Based Work Assessment (CBWA)

Community Based Work Assessment (CBWA) is separate from Performance Based Job Coaching. The performance

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based billing process is essentially an agreement among an OVR customer, the Job Coaching service provider, and the VR

counselor for assistance in preparing for, finding, securing, training, and stabilizing the customer on a job. Any substantial assessment of the customer’s disability and vocational needs, above a review of existing records and the customer interview, is not part of the PBJC agreement. If the OVR counselor feels a more substantial assessment is necessary, it should be authorized prior to development of the performance based training plan. Community Based Work

Assessment was developed as a tool to overcome the limitations of facility based assessments. For vocational planning purposes, CBWA utilizes job coaches at actual job sites to assess the customer’s preferences, abilities, and behaviors at actual jobs for vocational planning purposes. It permits the customer to experience real work in a real work environment. This type of assessment is particularly valuable in situations where the customer has never worked or never worked outside of a sheltered environment or when the individual’s impairment is so significant that competitive employment as a goal may be in question.

VR counselors may purchase CBWA independent of any plans for Job Coaching. It is a valuable tool that can be used in a variety of ways, including assessing individuals for training, placement, and other services. The Rehabilitation Act of 1973, as amended in 1998, requires OVR to conduct such assessments prior to determining that a customer would not benefit from VR services.

The characteristics of CBWA will differ from provider to provider. However, each must be based on a design that is acceptable to the Job Coaching service provider and the local OVR office. Although differences in individual provider programs may exist, common elements must be present in each CBWA program. These include: services will be authorized on fee-for-service basis using the job coach service provider’s established hourly rate for Job Coaching; all CBWA’s must occur in a competitive, integrated work environment; assessments may take place at single or multiple sites; and may last a partial day to several days.

Reports to OVR from service providers doing Community Based Work Assessments must include the following items:

* A personal profile of the individual
* The individual’s vocational preferences and goals
* A description of the job(s) used for the assessment
* A description of the individual’s strengths and abilities in each job
* A description of the individual’s response to a real work environment
* A description of the strategies and supports needed to succeed in employment
* A description of the individual’s behaviors on the job and supports needed to

maintain appropriate work environment behavior

* A description of the individual’s motivation for integrated competitive employment
* If appropriate, the components of the *Job Coaching* *Needs Determination and Training*

*Plan* that apply to the individual

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# Extended Job Coaching Services

Follow-up Job Coaching, or Extended Job Coaching Services, are provided after the intensive training phases of Supported Employment have been completed. The focus of extended services is to maintain the individual on the job and to prevent disruptions of the job placement. It is important for counselors to provide hours in item 12 on the OVR-182 form to cover the period of transition from the end of the intensive training phase of job coaching to the beginning of extended service, funded by the county MH/MR agency or the OVR administered state General Funds for Extended Services. Although the job coach provider may have billed for and received the Phase IV payment they must continue to provide the required amount of Job Coaching services needed to maintain the customers appropriate work and interpersonal behaviors until the alternate funding stream begins. If needed, these services may continue for the duration of the customer’s employment. It is the responsibility of the VR counselor to arrange for the provision of extended services at the time the IPE is developed. The IPE must identify who will provide extended services. Funding for extended services is to be arranged with the county MH/MR program for individuals who qualify for services under the MH/MR program. A pool of state money, the General Funds for Extended Services (Fund Code 5), is available for purchasing extended services for customers who are not eligible for county MH/MR funding. These funds are authorized on a fee-for-service, hour-for-hour basis. Another option for providing extended services is the use of natural supports, e.g., co-worker, supervisor, or family member.

##### General Fund for Extended Services (GFES), Fund Code 5

A pool of state money is available for purchasing extended services for customers who are not eligible for county MH/MR funding. These funds are authorized on a fee-for-service, hour-for-hour basis. A Financial Needs Test is not required for the provision of Job Coaching services under the General Fund for Extended Services. Authorization of GFES funds generally begins when the intensive training services are completed and the case is moved to Status 22. After the case is closed in Status 26, GFES funds will have to be authorized in Status 32. To authorize GFES monies, the counselor will need to create a separate authorization. The SE indicator and the GEFS indicator must have been activated in a case in order for the computer to accept the extended services authorization. These indicators should be activated at the time Job Coaching services are first provided.

The fee schedule number for GFES is 59816. The hourly fee will generally be the same hourly rate used by the job coach provider under Performance Based Job Coaching. Another option for providing extended services is the use of natural supports, e.g., co-worker, supervisor, or family member.