

**Government of the District of Columbia  
Department on Disability Services  
Rehabilitation Services Administration (DC DDS/RSA)**

**REQUEST FOR INFORMATION**

**DCJM-2015-I-0003**

**Community Rehabilitation Provider  
Milestone Payment System**

**August 14, 2014**

**Government of the District of Columbia  
Department on Disability Services  
Rehabilitation Services Administration (DC DDS/RSA)**

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Milestone Payment System**

**Background:** The District of Columbia Department on Disability Services Rehabilitation Service Administration (DC DDS/RSA) acquires employment services for its clients from approved Community Rehabilitation Providers (Providers). These providers support the DC DDS/RSA fulfilling the goals of an Individualized Plan for Employment (IPE) that aims to place clients in competitive, integrated employment. Historically in DC DDS/RSA, providers have been reimbursed for their services based on a unit pricing pay structure that is negotiated between the individual provider and DC DDS/RSA. An intensive review and analysis of DC DDS/RSA provider's current rate structure compared to the rate structure of comparable vocational rehabilitation agencies throughout the country, reflects that DC DDS/RSA is not in line with other state agencies that utilize an outcome based structure for stabilized placement. To incentivize more successful competitive integrated employment, DC DDS/RSA is proposing to implement changes in its provider payment system. This will change the payment structure from unit based payment upon authorization, to an outcome based model. Further, this will reimburse providers for services provided, only upon submission of verification of completed service milestones/benchmarks. These rates will be established by District regulations and are proposed to go into effect during Fiscal Year 2015.

**Employment Placement Services and Fees:** DC DDS/RSA is proposing to use a milestone payment system to fund Provider Employment Placement Services for job ready individuals referred to the Provider by DC DDS/RSA. This payment system would be used when an individual has a defined vocational goal and needs job placement, which also includes job development services. Job development services are defined as actively seeking employment on a specific individual's behalf, which includes identifying appropriate job opportunities, making contacts with employers and referral to specific jobs, as well as possibly helping with resume preparation, applications and interview skills. The Vocational Rehabilitation Counselor (VRC) will determine the applicable service sought from a Provider. A more comprehensive description of what is included in Job Placement and Supported Employment services is indicated in the proposed S.O.W.

**Job Placement Services:**

**Intake and Assessment** – Interview and use environmental assessments and consideration of reasonable accommodations along with development of vocational profile conducted in partnership with clients. Core components of assessments shall include Client's vocational goal from the DC DDS/RSA Individualized Plan for Employment (IPE), interests, preferences, desired income, and abilities, along with employment/academic history. The Provider shall assist the Clients in developing a resume during the intake and assessment process.

**Job Development (Job Search Assistance):** Job search activities to support and assist an individual in searching for an appropriate job, may include help in resume preparation, identifying appropriate job opportunities, developing interview skills, and making contacts with companies on behalf of the client.

**Job Placement Services:** Placement in competitive employment for a minimum of ninety (90) days in the vocation consistent with the individual's strengths, abilities, resources, priorities, concerns, capabilities, interests, and informed choice. A key element of this service is that the Client becomes employed as a result of the job referral. Placement also entails preparing and assisting the Client in obtaining appropriate employment by locating a job opening, assessing job requirements, matching job requirements to individual capabilities, assisting the Client in obtaining the job and providing sufficient follow-up services to both the Client and employer.

**Job Stabilization:** Clients have been effectively and efficiently retained and secured their employment without posing a risk of losing the job.

## Supported Employment Services:

**Supported Employment:** Supported employment is defined as competitive work, compensated at least at minimum or prevailing wage, in integrated work settings, consistent with the strengths, resources, priorities, concerns, abilities, capabilities, interests, and informed choice of the Clients with the most significant disability(ies) for whom competitive employment which have not traditionally occurred or have been interrupted or intermittent as a result of a significant disabilities, and who, because of their nature and severity of their disability(ies), need intensive supported employment training services and extended support services to properly perform all required duties.

**Intake and Assessment** – Interview and use environmental assessments and consideration of reasonable accommodations along with development of vocational profile conducted in partnership with Clients. Core components of assessments shall include Client's vocational goal from the DDS/RSA Individualized Plan for Employment (IPE), interests, preferences, desired income, and abilities, along with employment/academic history. The Provider shall assist the Clients in developing a resume during the intake and assessment process.

**Job Development (Job Search Assistance):** Job search activities to support and assist an individual in searching for an appropriate job, may include help in resume preparation, identifying appropriate job opportunities, developing interview skills, and making contacts with companies on behalf of the client.

**Job Placement Services:** Placement in competitive employment for a minimum of ninety (90) days in the vocation consistent with the individual's strengths, abilities, resources, priorities, concerns, capabilities, interests, and informed choice. A key element of this service is that the Client becomes employed as a result of the job referral. Placement also entails preparing and assisting the Client in obtaining appropriate employment by locating a job opening, assessing job requirements, matching job requirements to individual capabilities, assisting the Client in obtaining the job and providing sufficient follow-up services to both the Client and employer.

**Job Coaching:** A person who provides on-the-job training in work skills, appropriate work related attitudes and behaviors, placement and follow-along assistance.

**Job Stabilization:** Clients have been effectively and efficiently retained and secured their employment without posing a risk of losing the job.

## Evidence Based Supported Employment Services:

**Evidence Based Supported Employment:** Designed for an adult clients with a serious mental illness (SMI) or a primary diagnosis on Axis II of a Personality Disorder, for whom competitive employment has not traditionally occurred, or for whom competitive employment has been interrupted or intermittent as a result of either. Evidence Based Supported Employment involves community-based employment in integrated work settings that is consistent with the strengths, resources, priorities, concerns, abilities, capabilities, interests and informed choice of the client.

**Job Development (Job Search Assistance):** Job search activities to support and assist an individual in searching for an appropriate job, may include help in resume preparation, identifying appropriate job opportunities, developing interview skills, and making contacts with companies on behalf of the client.

**Job Placement Services:** Placement in competitive employment for a minimum of ninety (90) days in the vocation consistent with the individual's strengths, abilities, resources, priorities, concerns, capabilities, interests, and informed choice. A key element of this service is that the Client becomes employed as a result of the job referral. Placement also entails preparing and assisting the Client in obtaining appropriate employment by locating a job opening, assessing job requirements, matching job requirements to individual capabilities, assisting the Client in obtaining the job and providing sufficient follow-up services to both the Client and employer.

**Job Coaching:** A person who provides on-the-job training in work skills, appropriate work related attitudes and behaviors, placement and follow-along assistance.

**Job Stabilization:** Clients have been effectively and efficiently retained and secured their employment without posing a risk of losing the job.

## Exploration Planning and Customized Employment

**Exploration, Planning Process:** The Provider shall engage with the Client to explore their unique needs, abilities, interests as well as their complexities to help determine a successful and gainful employment. The job seeker selects friends, family and colleagues to participate during job exploration to share some perspective on potential connection for employment. At the end of the exploration phase, the job seeker makes decision about their employment goals and potential Employers to approach. All the information gathered from the exploration process is the foundation for Customized Employment Planning. Providers shall use other tools such as profiles and portfolios to capture, organize, and represent the information that is collected during exploration and planning.

**Customized Employment:** Services that involve a blend of flexible strategies that result in the provision of individually negotiated and designed services, supports, and job opportunities for an individual with a disability(ies) and that lead to an employment outcome of customized employment, including self-employment. A key factor in deciding if a service is a customized employment service is the presence of employer negotiation, including customizing a job description based on current unidentified and unmet needs of the employer and the needs of the employee; developing a set of job duties or tasks; developing a work schedule (including determining hours worked); determining a job location; developing a job arrangement (such as job carving, job sharing, or a split schedule); or determining specifics of supervision.

The proposed milestone payment system is as follows:

### Job Development/Placement

Payment Milestone	Deliverable	Rate	Percentage of Total Rate
Intake	Written Job Search Report	\$400	10%
Job Development (30 Days after Intake)	Progress report reflecting no less than bi-weekly contact with the client.	\$400	10%
Initial Job Placement	Placement Report	\$800	20%
45-Days after Job Placement	Placement Progress Report	\$1,000	25%
Successful VR Case Closure (Typically 90 Days after Job Placement)	Case Closure Report	\$1,400	35%
<b>Total:</b>		<b>\$4,000</b>	<b>100%</b>

### Job Development/Placement Incentives and Additional Services

Incentive #1: Client Employed at or Above DC Living Wage	At case successful case closure, if Client's Wage is at or Above DC Living Wage, Incentive Can Be Distributed (DC Living Wage as of July 1, 2014 is \$13.60)	\$250
Supplemental Job Coaching Services (if authorized by VR Counselor)	Job Coaching Progress Report	\$55 / HR

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## Supported Employment

Payment Milestone	Deliverable	Detailed Rate for Each Deliverable	Total Rate for Milestone	% of Total Rate
Intake and Assessment	Intake Summary and Assessment Report (ISAR)	\$325	\$650	12%
	Person-Centered Employment Plan (PCEP) – if case is accepted	\$325		
Job Development / Placement	Job Development Notes Monthly after first 30 days with required attachments, such as Job Search Service Log, Job Development Contacts. Note: Monthly Job Development Notes and attachments required thereafter.	\$500	\$1,250	22%
	Supported Employment Initial Placement Form	\$750		
Job Coaching	Job Coaching Progress Report - Day 30	\$500	\$1,750	31%
	Job Coaching Progress Report - Day 60	\$500		
	Job Coaching Progress Report – Day 90 Note: Additional Monthly Job Coaching Progress Reports are required until Stabilization has been determined	\$750		
Stabilization	Job Stabilization and Retention Progress Report at 30 Days	\$1,500	\$2,000	35%
	Plan of Extended services and Support Report (if there is no paid extended service provider and natural supports will provide long-term supports)	-----		
	Final Documentation of Case Closure submitted to DDS/RSA.	\$500		
<b>Total:</b>		<b>\$5,650</b>	<b>\$5,650</b>	<b>100%</b>

## Supported Employment Incentives and Additional Services

Incentive #1: Client Employed at or Above DC Living Wage	At case successful case closure, if Client's Wage is at or Above DC Living Wage, Incentive Can Be Distributed (DC Living Wage as of July 1, 2014 is \$13.60)	\$250
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Supplemental Job Coaching Services (if authorized by VR Counselor)	Job Coaching Progress Report	\$55 / HR
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## Evidence Based Supported Employment

Payment Milestone	Rate*
Job Development / Placement	\$2,437.50
Job Coaching	\$2,437.50
<b>Total:*</b>	<b>\$4,875.00</b>

\*Per existing negotiated rates with the Department on Behavioral Health

## Exploration Planning and Customized Employment

Payment Milestone	Deliverable	Rate	% of Total Rate
Discovery Assessment	Positive Personal Profile Report	\$850	14%
Exploration Job Development / Placement	Exploration Job Development Notes Monthly after first 30 days with required attachments, such as Job Search Service Log, Job Development Contacts. Note: Monthly Job Development Notes and attachments required thereafter.	\$1,250	20%
	Customized Employment Initial Placement Form		
Job Coaching	Job Coaching Progress Report - Day 30	\$2,000	33%
	Job Coaching Progress Report - Day 60		
	Job Coaching Progress Report – Day 90 Note: Additional Monthly Job Coaching Progress Reports are required until Stabilization has been determined		

Stabilization	Job Stabilization and Retention Progress Report at 30 Days	\$2,000	33%
	Plan of Extended services and Support Report (if there is no paid extended service provider and natural supports will provide long-term supports)		
	Final Documentation of Case Closure submitted to DDS/RSA.		
<b>Total:</b>		<b>\$6,100</b>	<b>100%</b>

## Miscellaneous

**Job Coaching Services and Fees:** Based upon individualized need, DC DDS/RSA will fund pre-authorized job coaching at an hourly rate of \$ 55 per hour.

**Stand-Alone Single Services:** Based upon individualized need, DC DDS/RSA may engage a Provider to provide a stand-alone single service at an hourly rate of \$55 per hour. These types of services would only be funded separately if the individual was not receiving employment placement services. Examples include trial work experiences to determine VR eligibility, situational assessments for vocational goal development, and Job Readiness (Work Adjustment Training) employment preparation activities, such as resume writing, job shadows/tours, job application assistance, interview preparation, and self-employment support, as well as post-employment services.

**Provider Reporting and Payment Processing:** Utilizing the existing authorization in process, DC DDS/RSA will provide prior authorization of the individualized services to be provided by the Provider. Once the authorized service has been completed or employment milestone achieved, the Provider will request payment by returning the authorization with supporting documentation (i.e. report, plans and notes), utilizing the report formats that are available.