

STAFFING					
1. What things are in place to support Agency X to reach the goal of increasing employment rate from 10% to 40% over 5 years?	2. What things may prevent Agency X from reaching the goal?	3. What things are needed to help Agency X attain the goal?	4. What are 3 or more short-term strategies that could be implemented within 1 year to help Agency X reach their employment goal?	5. What are 3 or more long-term strategies that could be implemented over 2-5 years to help Agency X reach their employment goal?	Participants
- Many interested individuals	- Recruitment	- Create a Navigator / Employment Specialist - w/ greater funding / higher expectations / more responsibility.	- Cross train employees on employment services.	- Higher rate of pay, increasing staff retention (view as a carrier and pay salaries accordingly).	Michele Banks
- ACRE Certification Training	- Staffing patterns	- Having the State of RI reach out to all employers to educate them about Employment First and what we are all working towards so statewide we are more accepted when researching and looking for employment.	- Agencies host own abridged version of employment/job coach training.	- Boost activism with legislature to support employment effort.	Peter Boardman
- Committed leadership to promote Employment First	- Retention for staff completing ACRE Certification	- Increase funding.	- Hire per diem job coaches, increase rate of pay.	- Ensure we are braiding funding.	Kristin Boisclair
- Proper employment team structure	- Lack of staff.	- Training for potential staff (i.e., Sherlock - Homeless)	- Homeless population being trained to support folks with disabilities.	- DLT representatives in pockets of state.	Rory Carmody
- Adequate funding that is directed to employment	- Low rate of pay.	- Funding to pay staff more	- Relationship with auto school to fix vehicles.	- More pilots in more agencies.	Monica Chadwick
- What type of services are needed per individual	- Surrounding states pay more per hour.	- Blending and braiding funding (flexibility)	- Collaborate between agencies to look at sales people for job development, broadening staff ? approach, homeless	- Training programs in different pockets throughout state for more access.	Melissa Chapman
- Staff that are employed are dedicated.	- Lack of funding to support employment and other aspects of life at the same time.	- Staff (multiple employment teams)	population.	- Transitions day programs to 100% community based.	Mary Dwyer
- Sherlock job coach training us is a good baseline.	- Lack of flexibility in funding, i.e., cannot bill retention and job development at the same time.	- Money	- Staff incentive programs.	- Collaboration between agencies.	Abigail Farrow
- PCSEP Program does help with some funding.	- Some agencies have separate departments for employment and cannot tap into staffing resources from other depts.	- Technology	- Staff appreciation acknowledgement for success.	- Homeless population being training to support folks with disabilities.	Jenn Folkes
- RI has excellent self advocacy group.	- Funding taken from BH -> health home.	- Hand-on training	- Consistency of job requirements & expectations.	- Improved transportation accommodations.	Giselle Gamarro
- Policy - Employment 1st	- Transportation.	- Reliable transportation	- Consumer training programs (NE Tech, PADI, Bootcamp)	- Blended/braided funding.	Joshua Hughes
- Pilot Programs (i.e., benchmark payments)	- PCSEP is administrative "headache" and unsure if fiscally justifies meetings, rosters, etc.	- Clarification on insurance coverage (personal)	- Promote recovery-focused activities around vocational services within treatment framework.	- Continue and grow staff incentives (as knowledge grows, more recognition in some way; staff need to be vested!)	Jeff Machado
- Staff Capacity	- Staff (pay, training, available pool, turnover)	- Support & transparency with school system (vehicle)	- Make more availability for benefits counseling early on with clients to ease concerns around losing benefits.	- Training to learn about and utilize available funding sources.	Mark Maragnano
- Employment Team	- Funding (re-endorsement rate)	- Employer education (fear of hiring)	- Agencies to work on a plan to increase pay rate for vocational specialists to help hire and retain vocational specialists.	- Accessibility (tech, transport, skills/trades, education)	Bernice Morris
- Career Specialist	- Population (most significant needs) resources don't support needs.	- Staff need to be vested in process.	- Educate community around what vocational specialists do.	- Person Centered Planning	Michelle Paiva
- Discovery Clerks	- Understanding needs (complex)	- Revision of funding level determination & criteria.		- Create funding stream for agencies to do job development in the community.	Erica Pollitt
- In-house training programs (on-site, off-site)	- Staff turnover, not enough staff.	- Increase rate of pay for employment specialists.		- More knowledge in the community around persons with disabilities and work incentives for employers (state sponsored) - do for DDD and MH providers.	Mike Purcell
- Group Home Staff Support	- Money (being able to re-establish funding sources).	- Employers in the community being willing to allow on-the-job vocational supports/coaching.		- Putting a focus on employment as an integral part of treatment.	Susan Reed
- Family Support	- Time	- Allow for Medicaid billing for vocational group services.		- Increase on-the-job supports from vocational specialists to help clients retain employment.	Keri Sanford
- Information Sessions (education to families / benefits counseling.)	- Transportation	- No waitlist for ORS		- More programs that will help clients with criminal backgrounds obtain employment.	Amy Skurka

- Quality transition programs.	- Employer Knowledge	- More training on criminal justice/expungement.					Joe Sheedy
- Knowledge of various funding streams.	- ORS Wait List						Mike Smith
- Job development / vocational training (completing apps, mock interviews, interviews).	- Capacity issues.						Jenn Szczesniak
- Quality job coaches (ACRE Certification)	- Family support, family fear of the unknown, SSI, etc.						Alisha Young
- Resources for training, benefits counseling.	- Staff inconsistency, not vested, lacking work ethic.						Colleen ? - Westbay
- Focusing on vocational services only helps increase outcomes for employment.	- Self determination (recreation vs. work)						Jackie ? - Fogarty
- Involvement of peer specialists helps.	- Technology (distracted by)						Kristin ? - Fogarty
	- Don't know how to use tech.						Sherry ? - NAFI
	- Agency has limited tech.						
	- Length of job coaching needed.						
	- Lack of staff.						
	- Low wages for staff to provide vocational services.						
	- Lack of client interest.						
	- Staff to be able to focus on employment services.						
	- Lack of staff interest in vocational services.						
	- Stigma in the community.						
	- Clients not willing to discuss to employers.						
	- Clients have improved functioning and are no longer eligible to receive vocational case management services in the CMHC's (no longer CSP eligible / DLA too high).						

## **Agency Infrastructure**

### **Short Term**

educate business community/marketing to businesses, e.g. via Chamber of Commerce  
marketing to clients  
see how other states fund transportation  
formalize meeting to coordinate leads  
incentivize community based integration and supports  
kick off initiative, e.g. "recovery through work" to highlight value of work  
hire or promote supervisor who has background in the field  
create clear job descriptions  
reasonable caseloads for team of specialists based on population served  
incremental increase in goal of number employed  
conduct vocational assessment during intake, add questions to expand thinking and engage  
use peer vocational specialists to share experiences and benefits management  
employment staff training/onboarding  
expand case manager training to include more voc info

### **Long Term**

increase wages  
large scale education of business community (laws, insurance, tax briefs)  
strategize on coordination of method to minimize "ask" (job bank)  
develop personnel networks for people that are integrated  
alternative means for transportation  
add additional 10% increase to employment goal each year  
highlight client successes and establish job club to build enthusiasm  
monitor growth of program with HR and upper mgmt for proper staffing, supervisors and case managers  
funding needs to support individual services (person centered culture)  
alternate sources of funding  
develop new programs via research, e.g. National Employment APSE, look at other states that have high employment rates  
reorganize funding to support employment supports

## Finance

### Short

#### Term

statewide campaign to increase vocational awareness and visibility with big departments  
pilots to inform reimbursement rates  
mapping of funding across agencies  
wage increase for DSPs/voc staff  
simplify/centralize SE funding  
increase transportation access  
alignment of services  
increase education and training for staff and job coaches/intro training on SE  
provide benefits info earlier (staff myth busters, easy access to info)  
share agency outcomes, "work is everybody's business"  
increase pay rate assessment voc staff  
ID sources for voc staff recruitment  
explore feasibility bundled VS FFS

### Long Term

individualized program funding (service dollars)  
transparent information dissemination for families, individuals and providers to create individualized service planning  
adequate funding for staff wage, employee benefits and training  
bundled funding/combined average rates  
reduction in regulations  
return to previous models  
legislative initiatives  
employment funded as a part of recovery model  
train entire agency on employment services  
community outreach and education  
make all funding sources available to all populations  
compensation should follow level of competencies  
fund indirect services  
fund group services on MH side  
**"big idea"**  
alignment of all agency service dollars that support the ideal that the value of work done with and for individuals with I/DD at actual cost

## **Staffing**

### **short term**

homeless population trained to support folks with disabilities  
relationship with auto schools to fix vehicles  
hire staff with sales experience for job development  
cross train employees on employment services  
agencies host own abridged version of unemployment/job coach training  
hire per diem job coaches and rate of pay  
incentive programs for staff  
staff appreciation and acknowledgement  
consistency of job requirements and expectations  
consumer training programs (NE Tech, PADI, Bootcamp)  
promote recovery focused activities around voc services within treatment framework  
begin benefits counseling earlier  
agencies work on plan to increase pay rate for voc specialists  
educate community on what voc specialists do

### **Long Term**

collaboration between agencies  
improve transportation  
blended/braided funding  
homeless population trained to support folks with disabilities  
create higher level navigator/employment specialist  
have state reach out to all employers to educate about employment first so SE providers are more accepted  
higher rate of pay to attract as career  
boost activism with legislature to support employment effort  
DLT representatives in pockets of state  
more pilots in more agencies  
training programs in different pockets throughout the state for more access  
transition day programs to 100% community based  
continue to grow staff incentives  
training to learn about and utilize available funding sources  
accessibility (technology, transportation, skills/trades, education)  
person centered planning  
specialized training (benefits, felony/legal, etc.)  
supervisor training  
funding for staff to do job development in the community  
more knowledge in community around persons with disabilities and work incentives  
focus on employment as integral part of treatment  
increase on the job support from vocational specialists to help retain employment  
programs to help clients with criminal backgrounds attain employment

## **Common Themes**

statewide campaign to educate businesses, consumers

improve transportation

braid/blend funding

Staff retention/wages

staff/agency level training

FINANCE					
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- Solid Emp Mgr	- Too many competing priorities.(cycling hospitalizations, housing, homeless)	- Adequate funding for staff wage, employee benefits and training.	- Increase vocational awareness and visibility.	- Make all funding resources available to all populations.	Michele Banks
- Trained employment team, employment specialist	- Inadequate funding to recruit and retain staff.	- Employee benefits and training.	- Increase capacity - bigger department.	- Individualized budgets - all people should have access to funds in order to help achieve their ultimate goals.	Cynthia Cady
- Available Jobs	- Not enough training tracks and \$\$ at SUMH LC (RI Council)	- MH return to previous models.	- Explore all sources for funding and grants.	- Compensation should follow levels of competencies. Staff should have the skill set in order to provide the services that are being delivered.	Monica Chadwick
- Adaptable and dedicated.	- People fear losing soc. sec. benefits.	- Bundling funding / combined August rates.	- Increase blending/braiding funding.	- Employment funded as part of the recovery model.	Peter Corley
- Best Practices	- ORS funding is lacking	- Consistent ORS funding.	- Increase education and trainings for staff and job coaches.	- Agency as a whole trained on employment services.	Ray Conca
- DD tier allocation	- Transportation issues.	- Legislative initiatives / address police issues.	- Job retention within our own field - wage increase for DSP's would increase longevity.	- Community outreach & education.	Claudette Gillheeny
- PCSEPP	- Cumbersome billing practices - up front \$ would be more helpful.	- Emergent Need: Workforce stabilization/professionalization.	- Simplified/centralized SE funding source.	- Individualized program funding (service dollars)	Deidre Graustein
- ORS SE supports	- More jobs than Employment Spec.		- Increase transportation access.	- Transparent information dissemination for families, individuals, and providers.to create individualized service planning.	Regina Hayes
- Pre ETS	- PCSEP \$ assists but not enough.		- Alignment of services.	Big Idea:	Nicole Kowalczyk
- DLT Pathways	- Administrative overhead/effort exceeds reimbursement.		- Campaign at state level to bring business community.	- Alignment of ALL agency service dollars that support the ideal that the value of work done with and for individuals with I/DD at actual cost.	Jeff Machado
- Grant dollars	- Lack of clarity to agencies that can access service dollars for providing SE services.		- Pilots should inform long-term plan to reset reimbursement rates.	- Increased wages for support staff.	Joanne Malagrino
- Work immersion	- Too complicated across programs and in program.		- Mapping of all funding across agencies.	- Increased training for programs and staff.	Mark Maragnano
- Benefits planning	- User standpoint - messaging needs to be improved.			- Opportunities for advancement.	Kie O'Donnell
- Tax credits	- Training programs need to be funded and supported to increase profession.			- Increase programs and funding for GED.	Jeff Olson
- DEI Grant.	- Road blocks as opposed to paths.			- Funding for transportation.	Anthony Parente
- DD Population - BHDDH, ORS, PCSEPP, DLT Grant	- Steady, predictable funding system.			- Funding for DSP.	Jim Pinel
- Mental Health - ORS agency and state funds grants to do some community outreach - websites, partnerships with local business.	- Financial adequacy of reimbursement - competitive.			- Central funding source for SE services instead of pulling small amounts.	Mike Smith
- DD Tier Allocation	- Stop dividing up service "type" dollars - whole person.			- Community outreach and education.	Adrienne Tipple
- PCSEPP	- Community outreach and education.				Lasbat Waheed
- ORS SE Support					Jon ?
- DLT Grant	- Tier levels/employment hours are not always obtainable.				Kerri ?
- Medicaid	- Lack of structure starting with the intake process.				Kim ?
- Work Immersion	- Emphasis on work needs to increase.				Laura ?
- Tax Credits	- Retention services need to increase.				Ray ?
	- Staff retention - the need for more job coaches and employment specialists.				Tina ?

	- Human Services work needs to be made a priority (What makes staff want to work here? What will it take to keep staff working here?)							Tom ?
	- Lack of transportation (MTM for employment as recovery)							
	- Lack of staff.							
	- Lack of clarity to agencies that can access service dollars for providing SE services.							



INFRASTRUCTURE					
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- Interested people in working.	- Staffing or man power.	- Increased funding and training are a given!	- Education of business community (implement key steps, i.e., in long term; incentivize community-based integration and supports.	- Increase wages.	Michelle DeSouto
- Some success stories to duplicate and to educate community businesses.	- Lack of understanding in the business community.	- Establish a specific Voc Program of dedicated and trained professionals.	- Formalize marketing and coordinate leads.	- Larger scale: education of business community /marketing (laws, insurance, tax breaks) re: our goals, benefits, misconceptions.	Andre Faria
- 50 people on their way.	- Community overload.	- Establish a supervisor of the Voc Program who is trained and has the expertise to oversee the program.	- Look to see how other states provide more money/funding for transportation.	- Strategizing on coordinating a method to minimize "ask" (job bank)	Danielle Iorfino
- Structured employment path/methodology.	- Poor business experience with providers.	- The executive team needs to establish employment as a priority for the agency.	- Name an agency-wide "kick-off" educational meeting (i.e., Recovery Through Work) to highlight the value of work and involve all stakeholders.	- KEY: Build relationships with community businesses.	Rob Kalaskowski
- Strong pool of candidate, plenty of people to service.	- Low funding for transportation.	- Develop a strategic written plan (annual goals & short-term objectives) specific to employment.	- Hire or promote a supervisor of the Voc Program who has a strong background in the field.	- Develop personal support networks for people that are integrated.	Marianne Maciel
- Some people are already employed.	- Lack of staff (due to insufficient pay rates).	- Training - Introduce employment during initial staff training.	- Bring a team of employment specialists and establish reasonable caseloads based on the population served, including managers.	- Basic network and relationship on person's likes, dreams.	Ryan Mc
- Some trained staff are in place.	- Lack of funding to provide services.	- Staffing - sufficient job developers / Employment Specialists.	- Create clear job descriptions.	- Alternate means for transportation, funding stream.	Kathy Millard
- Training available to employment staff.	- Lack of clear vocational leadership (supervisors of voc. programs do not always have the background to perform this duty.	- Market - Employment Services	- Incrementally establish 10% increase per year. Begin with the 50 already enrolled and aim for 5% employed within the year.	- Each year, add an additional 10% of employment goal.	Cynthia P
- Experience of the 10% employed.	- Lack of skills by many new staff due to high turnover rate.		- Vocational Assessment during intake.	- Highlight client successes and establish a Job Club so that the enthusiasm becomes contagious.	Sarah Pouliot
	- Agencies not making employment a priority.		- Peer Vocational Specialist - similar to S.A. Peer Specialists.	- Monitor growth of program and plan strategically with HR and upper management for growth for staff and needed supervisors / case managers.	S Raposa
	- Funding (concerns / issues / lack of)		- Marketing - Employment Services offered (Chamber of Commerce)	- Transportation	Melissa Rossi
	- Agency X not meeting where the client is due to other demands (i.e., ORS/FED, etc.)			- Funding - alternate sources?	Julio Tavares
	- Lack of structure.			- Developing new programs by research (i.e., national employment, APSE).	Maryoli Vargas
	- Transportation / staffing 1 on 1				Liz Wiedinhoffer
					Jennifer ?
					Scarlett ?
					Sue ?