<table>
<thead>
<tr>
<th>Staffing Questions</th>
<th>Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>What things are in place to support Agency X to reach the goal of increasing employment rate from 10% to 40% over 5 years?</strong></td>
<td>Michele Banks, Peter Boardman, Amy Skurka, Keri Sanford, Bernice Morris, Erica Pollitt, Mike Purcell, Jamie Folkes, Joselle Gamarro, Mark Maragnano, Michelle Banks, Jenn Folkes, Michelle Pava, Keri Sanford, Peter Boardman, Amy Skurka</td>
</tr>
<tr>
<td><strong>What things may prevent Agency X from reaching the goal?</strong></td>
<td></td>
</tr>
<tr>
<td><strong>What are 3 or more short-term strategies that could be implemented within 1 year to help Agency X reach their employment goal?</strong></td>
<td></td>
</tr>
<tr>
<td><strong>What are 3 or more long-term strategies that could be implemented over 2-5 years to help Agency X reach their employment goal?</strong></td>
<td></td>
</tr>
</tbody>
</table>

- Many interested individuals
- Recruitment
- ACRE Certification Training
- Staffing patterns
- Committed leadership to promote Employment First
- Retention for staff completing ACRE Certification
- Proper employment team structure
- Lack of staff
- Adequate funding that is directed to employment
- Low rate of pay
- What type of services are needed per individual
- Surrounding states pay more per hour
- Staff that are employed are dedicated.
- Lack of funding to support employment and other aspects of life at the same time.
- Sherlock job coach training is a good bawline.
- Lack of flexibility in funding, i.e., cannot bill retention and job development at the same time.
- PCSEP Program does help with some funding.
- Some agencies have separate departments for employment and cannot tap into staffing resources from other departments.
- RI has excellent self-advocacy group.
- Funding taken from BH -> health home.
- Policy - Employment 1st
- Transportation
- Pilot Programs (i.e., benchmark payments)
- Staff Capacity
- Staff (pay, training, available pool, turnover)
- Employment Team
- Funding (re-endorsement rate)
- Career Specialist
- Population (most significant needs) resources don’t support needs.
- Discovery Clerks
- Understanding needs (complex)
- In-house training programs (on-site, off-site)
- Staff turnover, not enough staff.
- Group Home Staff Support
- Money (being able to re-establish funding sources).
- Family Support
- Time
- Information Sessions (education to families / benefits counseling.)
- Transportation
- - Create a Navigator / Employment Specialist - w/ greater funding / Higher expectations / more responsibility.
- - Cross train employees on employment services.
- - Agencies host own abridged version of employment/job coach training.
- - More pilots in more agencies.
- - Collaboration between agencies to look at sales people for job development, broadening staff ? approach, homeless.
- - Staff incentive programs.
- - Staff need to be vested in process.
- - Staff need to be vested!
- - Staff that are employed are dedicated.
- - Staff (multiple employment teams) population.
- - Technology
- - Staff need to be vested in process.
- - Staff training about and utilize available funding sources.
- - Staff training about and utilize available funding sources.
- - Staff need to be vested in process.
- - Staff need to be vested!
- - Staff that are employed are dedicated.
- - Staff (multiple employment teams) population.
- - Technology
- - Staff need to be vested in process.
- - Staff training about and utilize available funding sources.
- - Staff training about and utilize available funding sources.
- - Staff need to be vested in process.
- - Staff need to be vested!
- - Staff that are employed are dedicated.
- - Staff (multiple employment teams) population.
- - Technology
- - Staff need to be vested in process.
- - Staff training about and utilize available funding sources.
- - Staff training about and utilize available funding sources.
- - Staff need to be vested in process.
- - Staff need to be vested!
- - Staff that are employed are dedicated.
- - Staff (multiple employment teams) population.
- - Technology
- - Staff need to be vested in process.
- - Staff training about and utilize available funding sources.
- - Staff training about and utilize available funding sources.
- - Staff need to be vested in process.
- - Staff need to be vested!
<table>
<thead>
<tr>
<th>Quality transition programs</th>
<th>Employer Knowledge</th>
<th>More training on criminal justice/expungement</th>
<th>Joe Sheedy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledge of various funding streams</td>
<td>ORS Wait List</td>
<td></td>
<td>Kilee Smith</td>
</tr>
<tr>
<td>Job development / vocational training (completing apps, mock interviews, interviews)</td>
<td>Capacity issues</td>
<td></td>
<td>Jenn Szcesniak</td>
</tr>
<tr>
<td>Quality job coaches (ACRE Certification)</td>
<td>Family support, family fear of the unknown, 55, etc.</td>
<td></td>
<td>Alisha Young</td>
</tr>
<tr>
<td>Resources for training, benefits counseling</td>
<td></td>
<td></td>
<td>Colleen ? - Westbay</td>
</tr>
<tr>
<td>Job development / vocational training (completing apps, mock interviews, interviews)</td>
<td>Capacity issues</td>
<td></td>
<td>Jenn Szcesniak</td>
</tr>
<tr>
<td>Self determination (recreation vs. work)</td>
<td></td>
<td></td>
<td>Jackie ? - Fogarty</td>
</tr>
<tr>
<td>Improvement of peer specialists helps</td>
<td>Technology (distraction by)</td>
<td></td>
<td>Kristin ? - Fogarty</td>
</tr>
<tr>
<td>Lack of staff</td>
<td></td>
<td></td>
<td>Sherry ? - NAFI</td>
</tr>
<tr>
<td>Low wages for staff to provide vocational services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lack of client interest</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff to be able to focus on employment services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lack of staff interest in vocational services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stigma in the community</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clients have improved functioning and are no longer eligible to receive vocational case management services in the CMHC’s (no longer CSP eligible / DUA too high)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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
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
- Michele Banks
- Cynthia Cady
- Monica Chadwick
- Peter Corley
- Nadine Graestin
- Regina Hayes
- Nicole Kowalczek
- Jeff Machado
- Joanne Malagrino
- Mike Smith
- Adrienne Tipple
- Kerri ?
- Kim ?
- Laura ?
- Ray ?

FINANCE
- 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. - Michèle 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. - Monica Chadwick
- Adaptable and dedicated. - People fear losing soc. sec. benefits. - Bundling funding / combined August rates. - Increase blending/bridging 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. - Kay 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 Gilhreyen
- PCSEP - Cumbersome billing practices - up front $ would be more helpful. - Emergent Need: Workforce stabilization/professionalization. - Simplified/centralized SE funding source. - Individualized program funding (service dollars) - Shiree Graestin
- 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 Kowalczek
- 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. - Kark Maragno
- Benefits planning - User standpoint - messaging needs to be improved. - Opportunities for advancement. - Mia 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. - Roadblocks as opposed to paths. - Funding for transportation. - Anthony Parente
- DD Population - BHDDH, ORS, PCSEP, DLT Grant - Steady, predictable funding system. - Funding for DSP. - Jim Pinski
- 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. - Nemienne Tople
- PCSEP - Community outreach and education. - Audiet Wahred
- ORS SE Support - No. - New? - Jon
- DLT Grant - Tier levels/employment hours are not always obtainable. - - Kerri?
- Medcard - 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. - - Jeff?
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?)

- 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**

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**

- **Interested people in working:**
  - Michelle Desouto

- **Staffing or man power:**
  - Andre Faria

- **Increased funding and training are a given!**
  - Danielle Sorfino

- **Education of business community (implement key steps, i.e., in long term; incentivize community-based integration and supports.**
  - Rob Kalaskowski

- **Increase wages.**
  - Marianne Maciel

- **Some success stories to duplicate and to educate community businesses.**
  - Bill Mc

- **Lack of understanding in the business community.**
  - Sarah Pouliot

- **Establish a specific Voc Program of dedicated and trained professionals.**
  - Cynthia P

- **Formulate marketing and coordinate leads.**
  - S Raopasa

- **Larger scale: education of business community (marketing (laws, insurance, tax breaks) re: our goals, benefits, misconceptions.**
  - Melissa Rossi

- **50 people on their way.**
  - Ryan Tavares

- **Community overload.**
  - Maryoli Vargas

- **Look to see how other states provide more money/funding for transportation.**
  - Liz Wiedinhoffer

- **Establish a supervisor of the Voc Program who is trained and has the expertise to oversee the program.**
  - Kailie Widstrom

- **Structured employment path/methodology.**
  - Jennifer

- **Poor business experience with providers.**
  - Scarlett

- **The executive team needs to establish employment as a priority for the agency.**
  - Sue

- **Name an agency-wide "kick-off" educational meeting (i.e., Recovery Through Work) to highlight the value of work and involve all stakeholders.**
  - Sue

- **Strong pool of candidate, plenty of people to service.**
  - Sue

- **Low funding for transportation.**
  - Sue

- **Develop a strategic written plan (annual goals & short-term objectives) specific to employment.**
  - Sue

- **Lack of staff (due to insufficient pay rates).**
  - Sue

- **Bring a team of employment specialists and establish reasonable caseloads based on the population served, including managers.**
  - Sue

- **Some people are already employed.**
  - Sue

- **Basic network and relationship on person's likes, dreams.**
  - Sue

- **Some trained staff are in place.**
  - Sue

- **Lack of funding to provide services.**
  - Sue

- **Staffing - sufficient job developers / Employment Specialists.**
  - Sue

- **Create clear job descriptions.**
  - Sue

- **Alternate means for transportation; funding stream.**
  - Sue

- **Training available to employment staff.**
  - Sue

- **Lack of clear vocational leadership (supervisors of Voc programs do not always have the background to perform this duty.**
  - Sue

- **Market - Employment Services**
  - Sue

- **Incrementally establish 10% increase per year. Begin with the 50 already enrolled and aim for 5% employed within the year.**
  - Sue

- **Experience of the 10% employed.**
  - Sue

- **Lack of skills by many new staff due to high turnover rate.**
  - Sue

- **Agencies not making employment a priority.**
  - Sue

- **Vocational Assessment during intake.**
  - Sue

- **Highlight client successes and establish a Job Club so that the enthusiasm becomes contagious.**
  - Sue

- **Some trained staff are in place.**
  - Sue

- **Lack of funding to provide services.**
  - Sue

- **Staffing - sufficient job developers / Employment Specialists.**
  - Sue

- **Create clear job descriptions.**
  - Sue

- **Alternate means for transportation; funding stream.**
  - Sue

- **Funding (concerns / issues / lack off)**
  - Sue

- **Marketing - Employment Services offered (Chamber of Commerce) **
  - Sue

- **Transportation**
  - Sue

- **Agency X not meeting where the client is due to other demands (i.e., ORS/FED, etc.)**
  - Sue

- **Funding - alternate sources?**
  - Sue

- **Developing new programs by research (i.e., national employment, APSE).**
  - Sue

- **Develop new programs by research (i.e., national employment, APSE).**
  - Sue

- **Agency X not meeting where the client is due to other demands (i.e., ORS/FED, etc.)**
  - Sue

- **Developing new programs by research (i.e., national employment, APSE).**
  - Sue

- **Lack of structure.**
  - Sue

- **Developing new programs by research (i.e., national employment, APSE).**
  - Sue

- **Transportation / staffing 1 on 1**
  - Sue

- **Developing new programs by research (i.e., national employment, APSE).**
  - Sue

- **Lack of structure.**
  - Sue

- **Developing new programs by research (i.e., national employment, APSE).**
  - Sue