

DHS/DEED Stakeholder Engagement for Interagency HCBS Shared Visioning

Engagement 6 Summary Report: Team Member Roles and Responsibilities

December 21, 2020

The **Improve** Group

Report purpose

The DHS/DEED Stakeholder Engagement for Interagency HCBS Shared Visioning is being conducted as iterative, ongoing, agile engagement. As a part of this approach, PIPEin and VIP members are being invited for several data collection opportunities to help improve products and services. This report summarizes findings from DHS/DEED’s sixth stakeholder activity, a survey to elicit confirmation of and elaboration on roles and responsibilities of team members, administered in December 2020.

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Introduction

The DHS/DEED Stakeholder Engagement for Interagency HCBS Shared Visioning's sixth engagement was a survey to gather input on what stakeholders involved in supporting people's employment paths and goals identified as responsibilities of their respective roles. The survey was administered in December 2020 and led by The Improve Group (IG), a research and evaluation firm based in St. Paul, Minnesota. DHS and DEED sent an invitation to 249 PIPEin members, and a total of 121 individuals participated. IG analyzed the survey data; key findings and supporting evidence from this analysis is provided below.

Survey Executive Summary

Overall, respondents across roles had a **high level of agreement that the responsibilities described in the survey for their roles definitely or maybe were part of their role**. A small number of respondents replied that described responsibilities were definitely not part of their roles. Respondents also noted that responsibilities of a person receiving waiver services and their family, guardian or other support person will vary depending on the person and supports they are receiving. Respondents providing open-ended comments added **detailed descriptions providing insight into the work behind various responsibilities noted in the survey**. Additionally, **respondents described some responsibilities *not* noted in survey answer choices, such as community and business engagement to help develop more employment opportunities, understanding and communicating team member responsibilities, and management of other staff**.

A note about charts

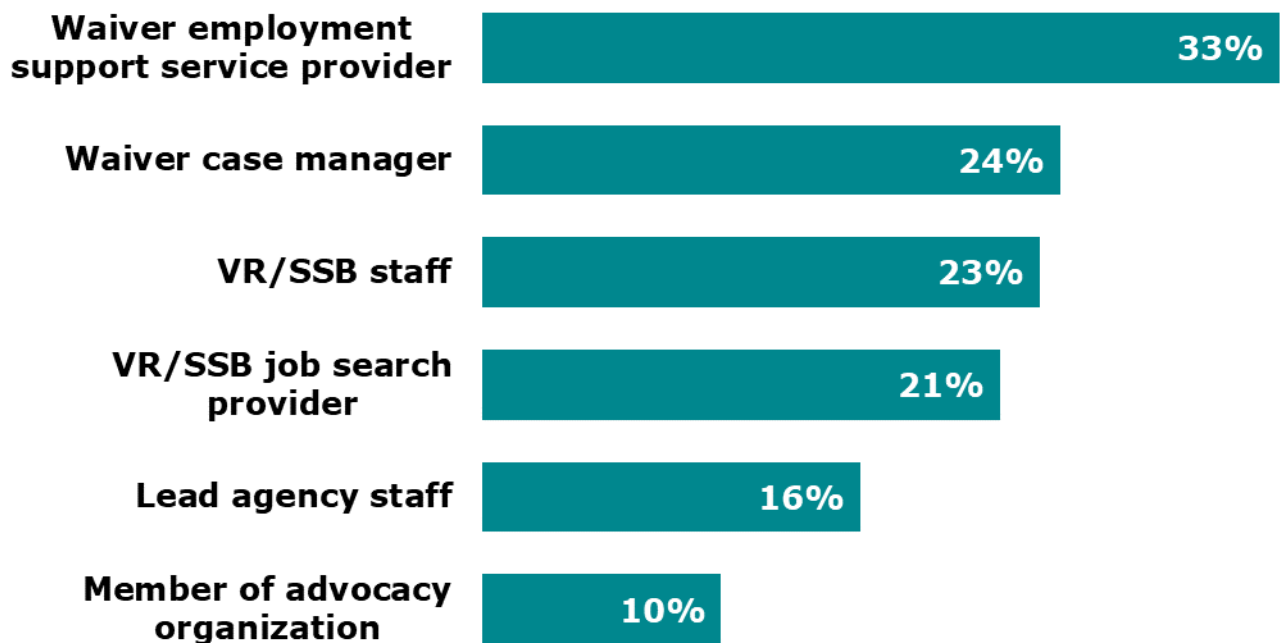
Some answer choices are abbreviated in charts to condense space; you can find the full text of answer choices for each question in Appendix A.

Survey Findings

What is your role? (Select all that apply) (n=121)

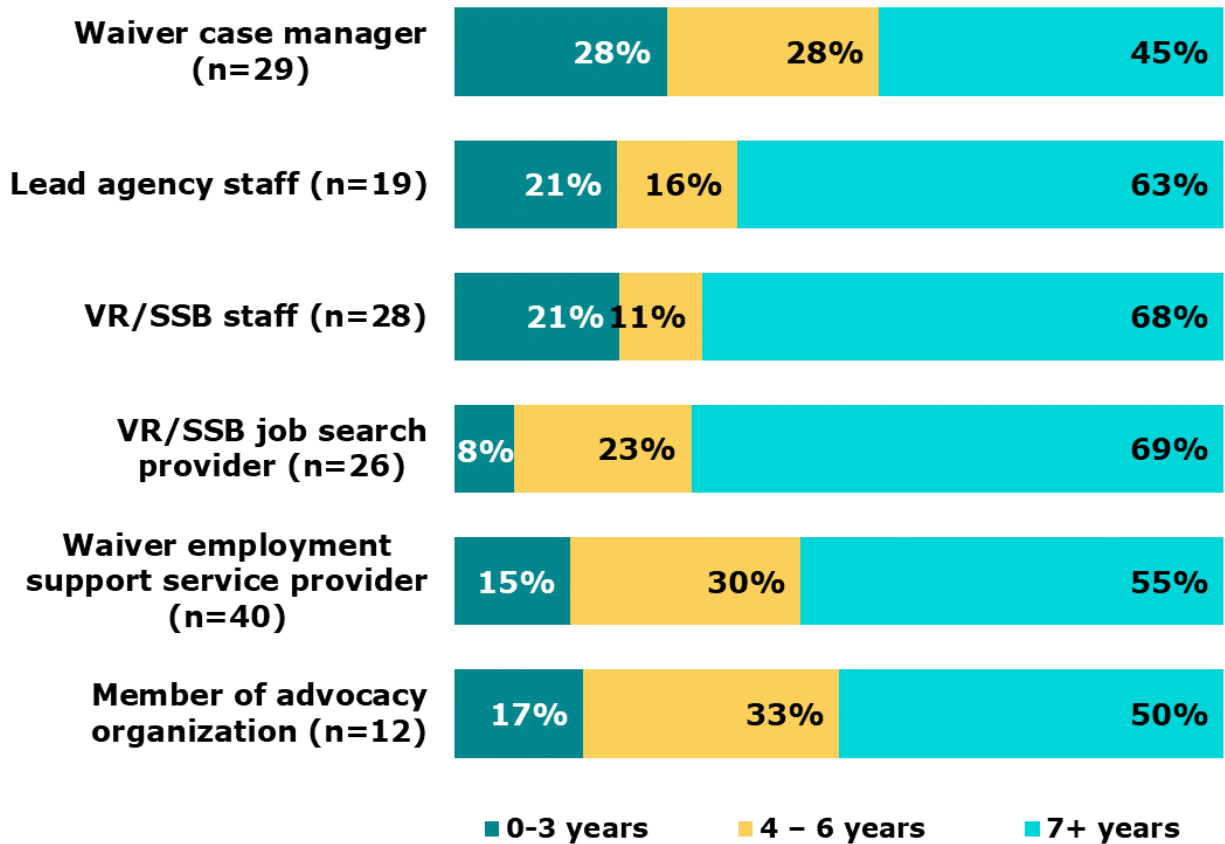
The largest group of respondents were waiver employment support service providers; nearly a quarter of respondents each identified as a waiver case manager and/or as VR/SSB staff.

Note: Percentages add up to more than 100% because participants were able to select more than one role. No survey participants indicated their role as school special education teacher or case manager; therefore, those roles are not noted in the following chart.



How many years have you been in your role of ____?

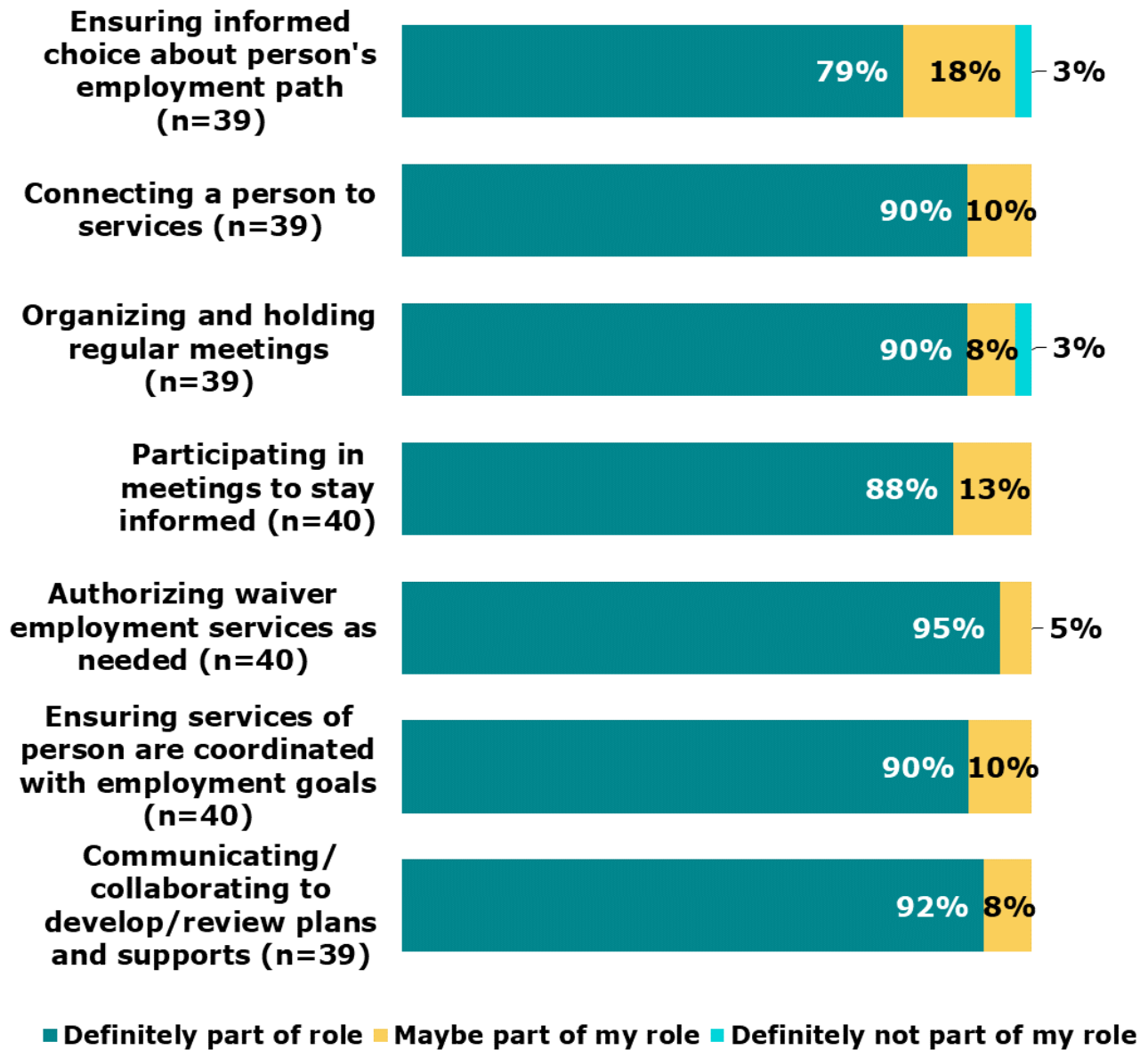
Almost half or more of respondents have been in their roles for seven or more years.



In the context of employment, the **waiver case manager** is responsible for _____.

Note: Lead agency staff also answered these questions based on their knowledge of the waiver case manager role.

Nearly all waiver case managers and lead agency staff respondents agreed that the following responsibilities were definitely or maybe part of the waiver case manager role.



What responsibilities not listed above are primary parts of the waiver case manager role related to supporting a person's employment path, if any?

An additional responsibility noted is understanding and communicating responsibilities of team member roles.

Fourteen case managers and lead agency staff described additional details about waiver case manager responsibilities, summarized below in the following overarching themes:

Planning with the person:

- Identifying the person's interests in order to find meaningful employment
- Providing education about options and support around self-advocacy
- Exploring how benefits will be affected by working
- Completing the CSSP (Coordinated Services and Support Plan)

Identifying and communicating roles and responsibilities:

- Identifying, coordinating, and communicating roles and responsibilities of other agencies and team members
 - “Sorting out other agency roles and responsibilities. In regard to VOC services this sometimes has to do if going down a path is an obligation versus a true path.”
- Respondent
- Ensuring other team members know their roles
- Knowing when to use a waiver for employment supports and when to partner with VRS

Helping people connect to other providers and services:

- Providing referrals to employment services and wrap-around connections to supports for housing, food, medical and benefit planning, and transportation
- Acquiring funding authorization within the county's budget

Providing supervision (noted by one waiver case manager respondent):

- Supervising DD annual assessors and ensuring they are asking the right questions, having employment discussions when age appropriate, and offering choice

Other input:

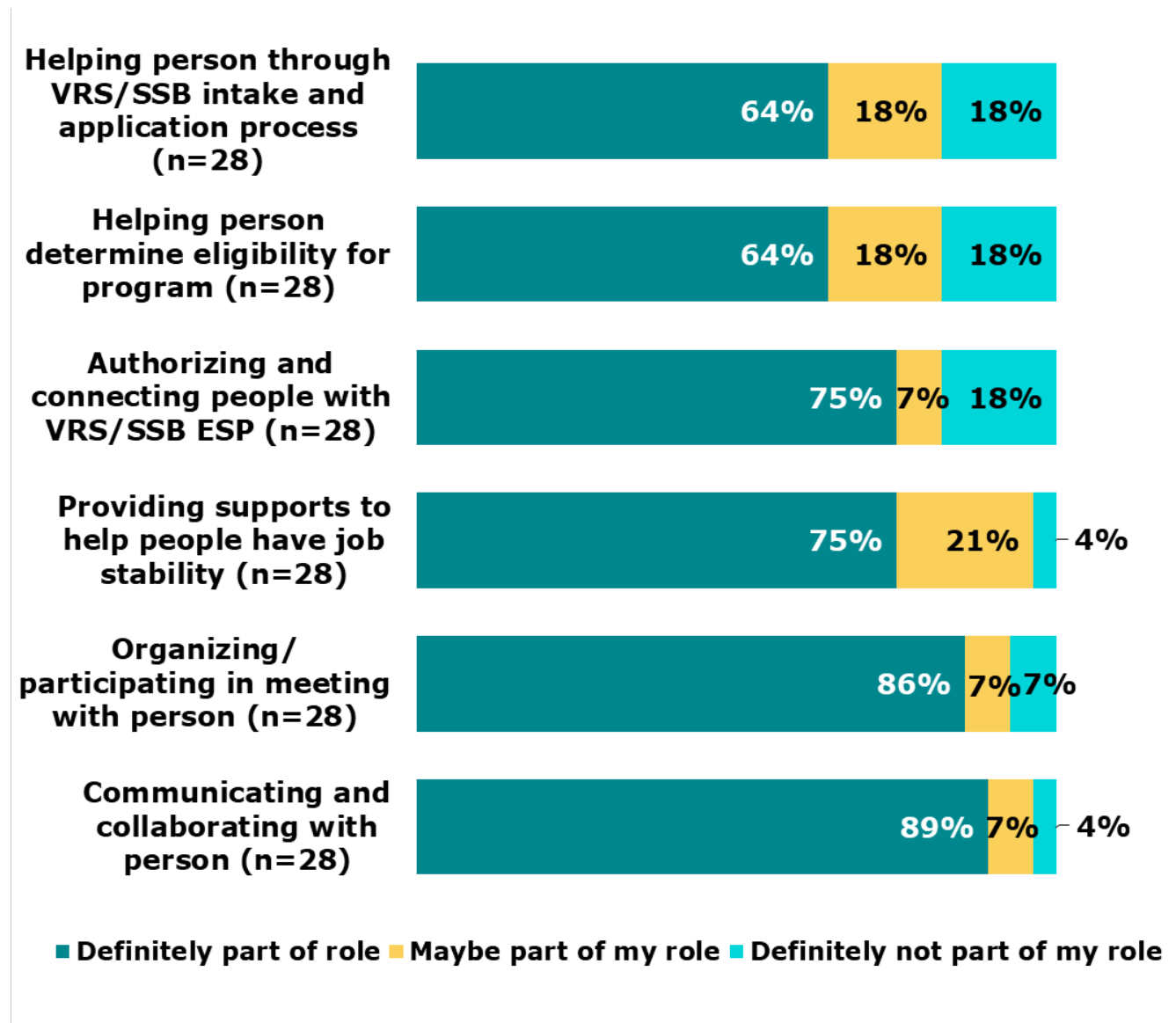
- Desire for schools to be more involved earlier in the process:
 - “It would be nice if the schools would be more active with lead agencies and waiver case managers during the transition years. I get calls from school case managers

after the individual has graduated saying they need employment services.” - Respondent

- High case loads and level of responsiveness of other team members sometimes limit level of service and coordination that waiver case managers can provide.

In the context of employment, **VR (VR/SSB) staff members** are responsible for _____.

There is less agreement that helping a person through intake and determining eligibility are part of the VR/SSB staff member role, and more agreement that collaborating with a person and authorizing and providing supports are parts of the role.



What responsibilities not listed above are primary parts of the VR (VR/SSB) staff member role related to supporting a person's employment path, if any?

Primary responsibilities of the VR (VR/SSB) staff member role are providing job search and support services and collaborating with other team members.

Twelve VR (VRS/SSB) staff members described additional details about the responsibilities of their role, summarized below in the following overarching themes:

Informing of options, providing services, and identifying ongoing supports:

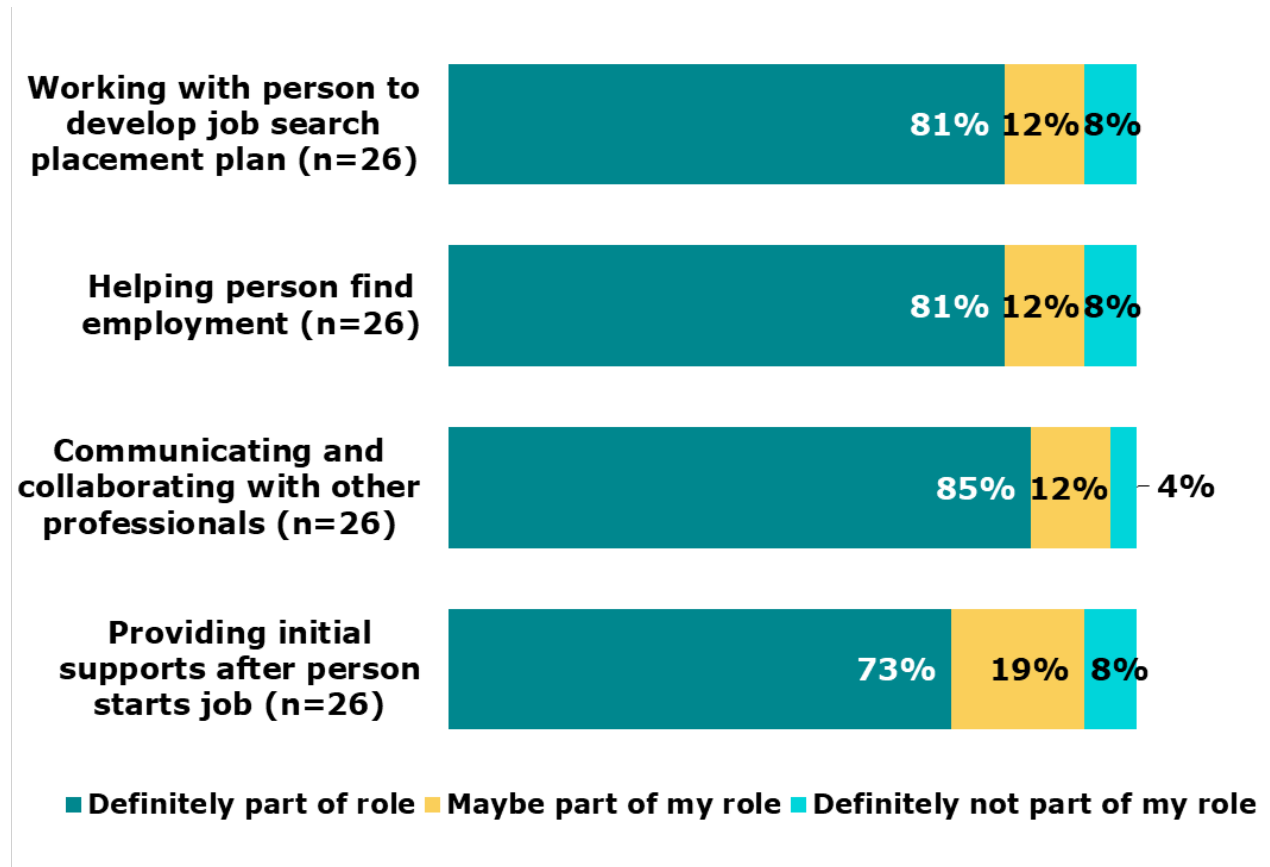
- Letting a person know what's available, how certain services will help them reach their goals, and providing informed choice
- Providing services such as exploration of interests, abilities, and job conditions; job search skills and support; and support for onboarding, training, and orientation
 "I am a placement coordinator, and none of the responsibilities seemed to capture the work I do in teaching job seeking skills, providing resources for an effective job search (resumes and cover letters, interview training, etc.), and job/business development." – Respondent
- Planning for transition and collaborating with the team to identify long-term, ongoing supports including job retention supports for after VR closure

Maintaining records and collaborating with other team members:

- Maintaining accurate and current information and records in a person's file
- Collaborating with other team members

In the context of employment, VRS/SSB Job Search (Placement, Development) Providers are responsible for __.

Overall, there are high levels of agreement among VRS/SSB job search providers that the following duties are part of their roles; such consensus was slightly less regarding job providers providing initial supports after a person receiving services starts employment.



What responsibilities not listed above are primary parts of the VRS/SSB Job Search (Placement, Development) Provider role related to supporting a person's employment path, if any?

Additional responsibilities of the VRS/SSB Job Search role are business engagement and relationship management.

Fourteen VRS/SSB job search providers described additional details about the responsibilities of their roles, summarized below in the following overarching themes:

Providing supports from intake through identifying long-term supports, including:

- Assisting with intake
- Searching for and preparing to gain customized employment
- Helping a person learn needed logistic and interpersonal skills
- Providing overall support and identifying natural supports and potential needs, including transportation
- Supporting further job development (promotion, a new job, etc.)
- Assisting with identifying long term supports

Business engagement and relationship management:

- Holding conversations with local businesses and discussing customized opportunities, modifications, and accommodations
- Business relationship management and coordination with team members
- Communicating with a person's employers and co-workers

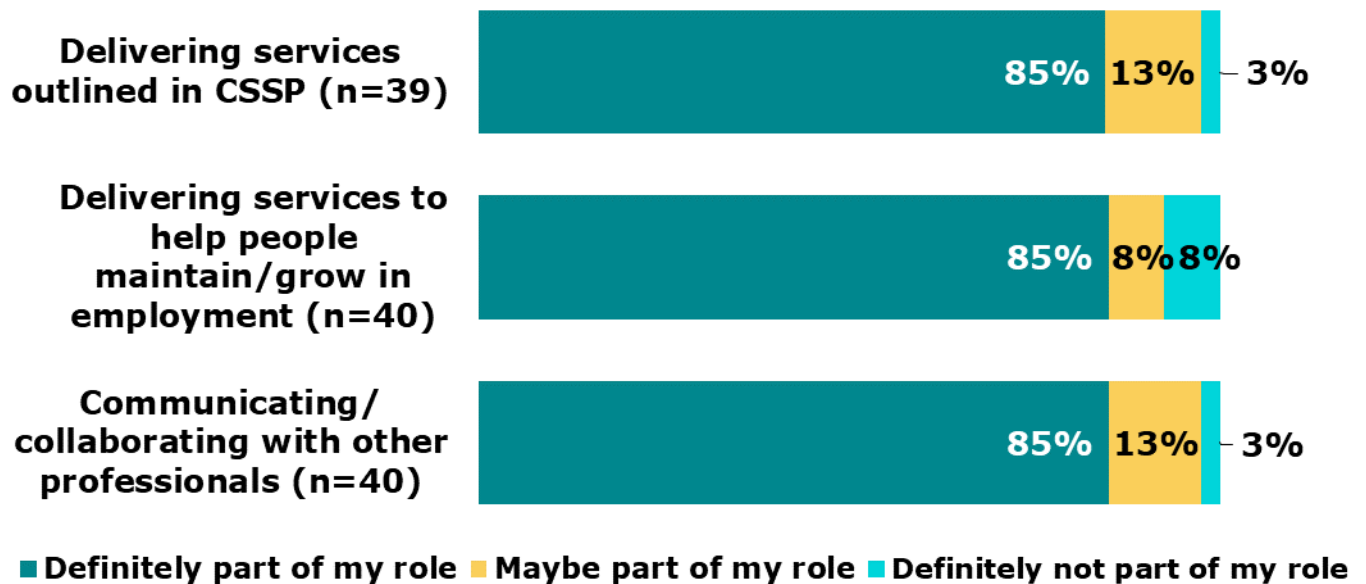
Manage and coordinate:

- Coordinating the transition from VR to Waivered ESS: Educating other team members, case managers, VR counselors, and other staff
- Managing a team of VR (VR/SSB) staff members: assigning, directing, and supporting staff who provide services

Case management:

“In our current era of contracted case management we as service providers need to know and do the case manager's job as well as our own.” - Respondent

Waiver Employment Support Services Providers are responsible for _____.
 Nearly all waiver employment support services providers agreed that the following responsibilities were definitely or maybe part of the waiver employment support services provider role.



What responsibilities not listed above are primary parts of the Waiver Employment Support Services Provider role related to supporting a person’s employment path, if any?

Additional responsibilities of the Waiver Employment Support Services Provider role are business engagement and relationship management.

Twenty-two Waiver Employment Support Services Providers described additional details about the responsibilities of their roles, summarized below in the following overarching themes:

Business and community engagement:

- Developing connections in the community and a person’s place of employment that support the development of more employment opportunities
- Communicating with employers and co-workers and coordinating between the business and the team

Providing services:

- Intake referral
- Providing job exploration, doing assessments and discussing goals etc., and developing employment plans
- Providing support around non-employment supports (housing, transportation, food, childcare, banking, etc.)
- Advising on benefits
- Coordinating with a person and their team
- Ensuring options are person-centered and teaching self-advocacy skills

Transition and long-term supports:

- Connecting to long-term job supports
- Helping a person transition from the end of VR service to Waivered ESS supports
- Having a 3-month follow-up meeting with a person after closing services

Management and administration:

- Maintaining licensing compliance and completing paperwork
- Managing a team, completing hiring and quality assurance

Other input:

“I would like to suggest that somehow we need to put more effort into using the champions within the business world to help people with disabilities get jobs. We have all heard the phrase ‘it is who you know.’ How do we best utilize champions to help?” - Respondent

School Special Education Teacher or School Case Managers are responsible for _____.

Note: No survey respondents indicated their role as School Special Education Teacher or School Case Manager; therefore, no data was provided for this role.

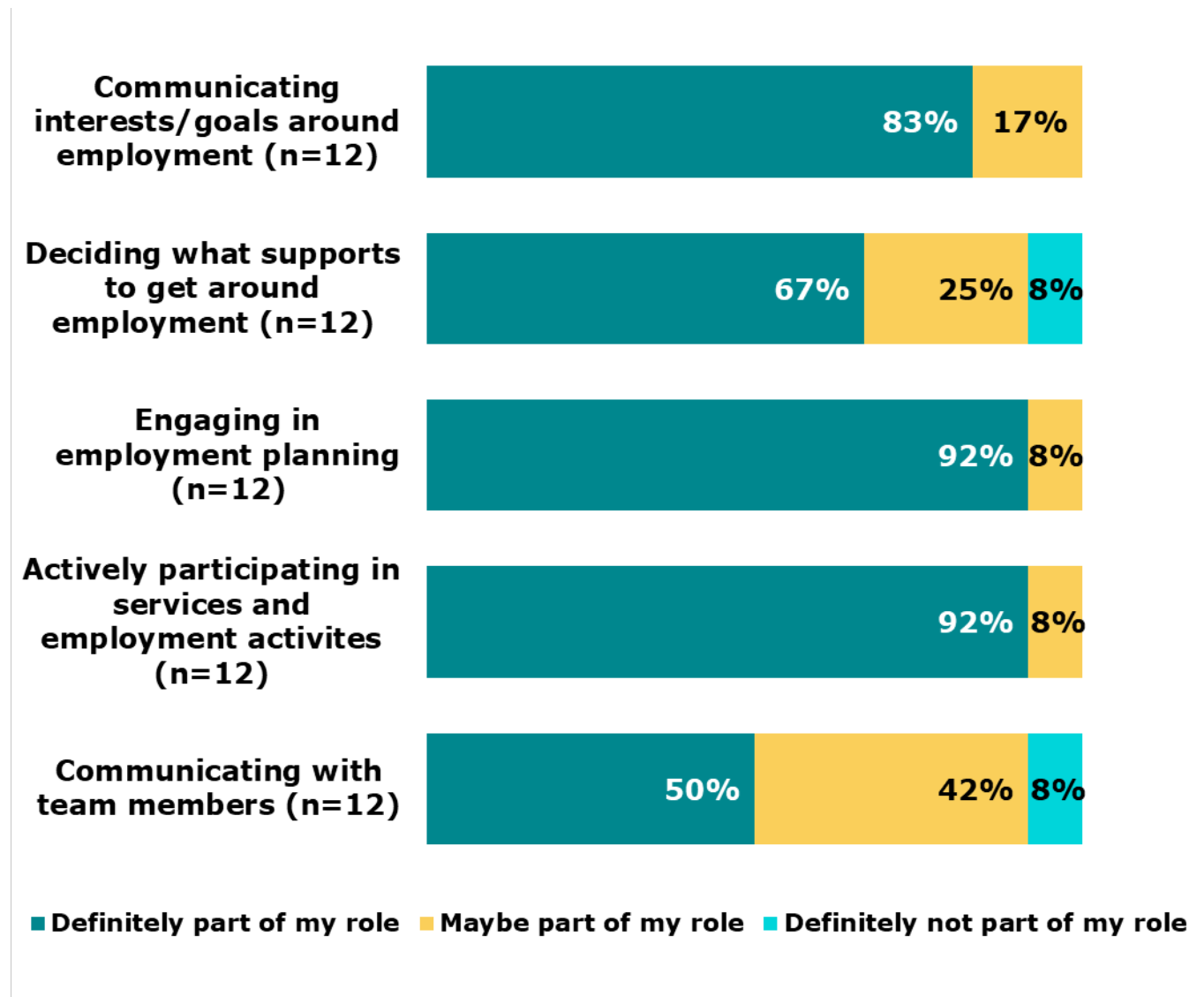
What responsibilities not listed above are primary parts of the School Special Education Teacher or School Case Managers roles related to supporting a person’s employment path, if any?

Note: No survey respondents indicated their role as School Special Education Teacher or School Case Manager; therefore, no data was provided for this role

According to members of advocacy organizations, **people**

receiving waiver services are responsible for

Among members of advocacy organizations, there is less consensus that people receiving waiver services are responsible for communicating with team members and deciding what supports to get around employment.



As a member of an advocacy organization, what responsibilities **not listed above** are primary parts of [**a person's role**] related to [their] employment path, if any?

The two responses provided for this question reflect a person's role as encompassing self-advocacy and personal choice within a person-centered and strengths-based framework.

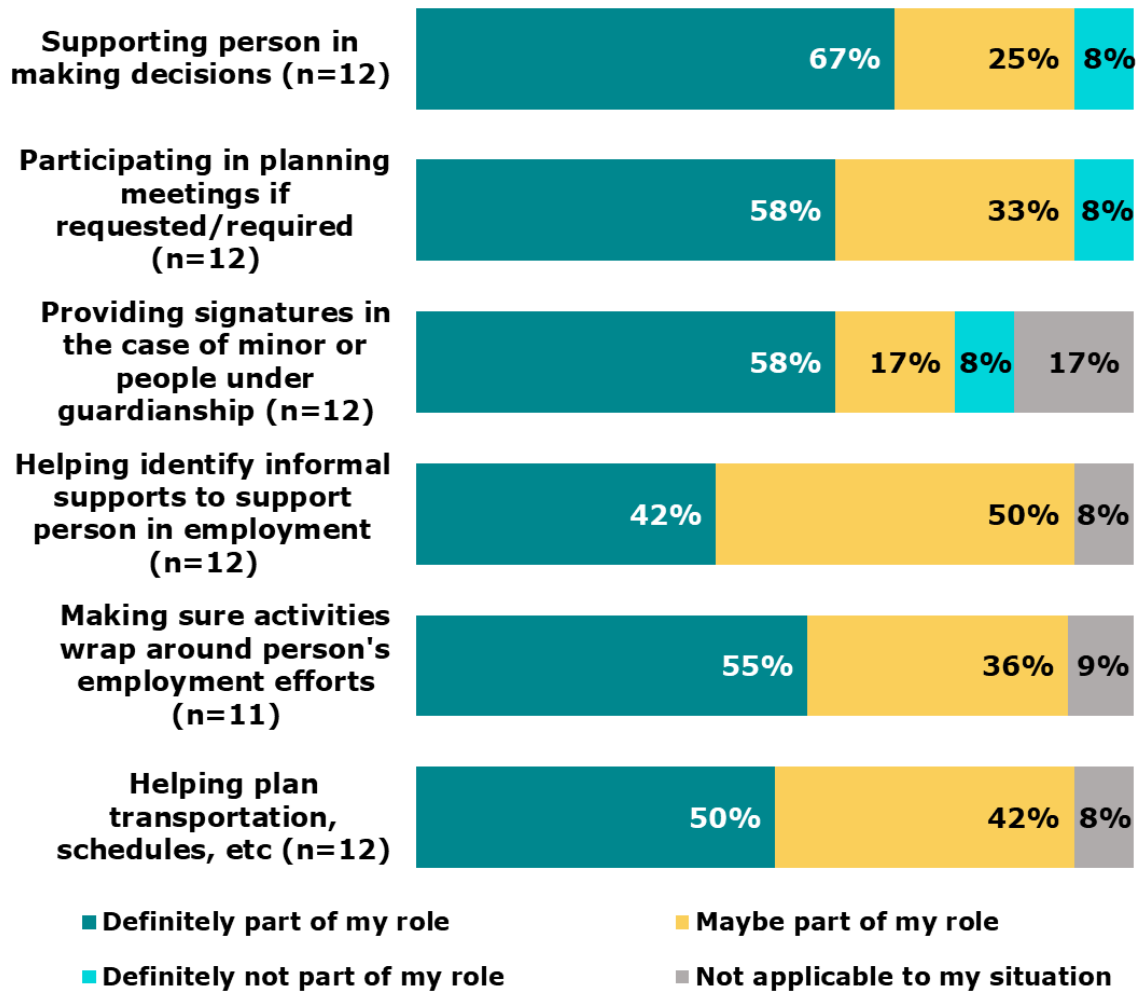
Two members of advocacy organizations offered additional perspectives on the role of people receiving services.

- Encouraging the county private contracted social workers to use strengths-based versus deficit-based approaches
- Communicating my interests with my team in the way that I prefer to communicate and discussing overcoming any barriers to employment

According to members of advocacy organizations, family members, guardians, or other support persons are responsible for _____.

More than half of members of advocacy organizations said supporting people with making decisions, participating in planning meetings, and providing signatures for people under guardianship are responsibilities of family members, guardians, or other support persons; consensus was less definite regarding family members helping identify informal employment supports for people.

Note: The option to select “Not applicable to my situation” in the survey was only available for the last four categories.



As a member of an advocacy organization, what responsibilities **not listed above** are primary parts of [**the role of a family member, guardian or other support person**] related to supporting a person's employment path, if any?

Ensuring a person's voice is heard is a responsibility of the family, guardian, or other support person.

One advocacy organization member answered this question, describing that the role of a family member, guardian, or other support person is to ensure the person's voice is heard and not solely what other people think is best.

Two other advocacy organization members provided other comments:

- Using waiver funds in transition is helpful
"Using waiver funds in transition for job exploration and training is helpful because DEED/Voc Rehab is so limited and not very helpful for paying for such things. More collaboration would be great to see." - Respondent
- Individual situations lead to variability in roles and responsibilities
"My answers were all maybes because it depends on what assistance the individual expects from the family member. Also, this category includes people with differing rights and responsibilities." - Respondent

Appendix A: Survey Instrument

DHS & DEED-VRS/SSB Roles and Responsibilities Survey

As DHS and DEED-VRS/SSB work to increase service alignment it will be important to have clearly defined roles and responsibilities of all members of a team – including a person and their family, waiver case managers, waiver employment exploration, development and support service providers, VRS/SSB staff and job search providers, school case managers and special education teachers. Please help DHS and DEED-VRS/SSB by providing your input about what you do and do not see as responsibilities for your role. DHS and DEED-VRS/SSB will use your input to revise and clarify roles and responsibilities documentation to support better service alignment. This survey is confidential; your name will not be connected with your responses.

Your role(s)

1. What is your role? (select all that apply)
 - Waiver case manager
 - Lead agency staff
 - DEED-VRS/SSB staff
 - DEED-VRS/SSB job search service provider
 - Waiver employment support services provider
 - School special education teacher or case manager
 - Member of an advocacy organization

2. How many years have you been in your role as a [survey will insert their choice above]?
 - 0 – 3 years
 - 4 – 6 years
 - 7 + years

The following set of questions asks you about your understanding of responsibilities for your role(s) or roles for which you may have knowledge ***in the context of supporting a person around employment***. Please select the best answer for each question thinking about the parts of the role's overall work and duties that relate to employment.

Lead agency staff: please answer the following questions based on your knowledge of the waiver case manager role.

Waiver Case Manager

In the context of employment, the waiver case manager is responsible for:

3. Ensuring informed choice about a person's employment path and helping a person reach their employment goals.
 - This is definitely part of my role

- This is maybe part of my role
 - This is definitely *not* part of my role
4. Connecting a person to services for their employment path.
 - This is definitely part of my role
 - This is maybe part of my role
 - This is definitely *not* part of my role
 5. Organizing and holding regular meetings (annual assessment and six-month review meetings) with a person and their team and discussing their employment path.
 - This is definitely part of my role
 - This is maybe part of my role
 - This is definitely *not* part of my role
 6. Participating in meetings to stay informed about what is happening in the person's life to inform service planning and ensure the person's needs are met (VRS employment plan and job search placement plan meetings, Individual Education Plan IEP meetings, when appropriate).
 - This is definitely part of my role
 - This is maybe part of my role
 - This is definitely *not* part of my role
 7. Authorizing waiver employment services as needed and identified in the person's support plan, such as helping the person identify and connect with waiver employment service providers, and/or authorizing waiver employment exploration or waiver employment development services.
 - This is definitely part of my role
 - This is maybe part of my role
 - This is definitely *not* part of my role
 8. Ensuring other services that a person gets (such as day services or transportation) are coordinated with a person's employment goals and services.
 - This is definitely part of my role
 - This is maybe part of my role
 - This is definitely *not* part of my role
 9. Communicating and collaborating with the person and other professionals to support developing and reviewing needed plans and other supports.
 - This is definitely part of my role
 - This is maybe part of my role
 - This is definitely *not* part of my role
 10. What responsibilities **not listed above** are primary parts of your role related to supporting a person's employment path, if any? (open-ended)

VR (VRS/SSB) Staff

In the context of employment, VR (VRS/SSB) staff members are responsible for:

11. Helping a person through the VRS/SSB intake and application process.
 - This is definitely part of my role
 - This is maybe part of my role
 - This is definitely *not* part of my role

12. Helping a person determine eligibility for the program and priority of service (how quickly services can start).
 - This is definitely part of my role
 - This is maybe part of my role
 - This is definitely *not* part of my role

13. Authorizing and connecting people with a VRS/SSB employment service provider to get the services they need to reach their employment goals.
 - This is definitely part of my role
 - This is maybe part of my role
 - This is definitely *not* part of my role

14. Once a person finds employment, providing initial, time-limited job supports to become stable in employment.
 - This is definitely part of my role
 - This is maybe part of my role
 - This is definitely *not* part of my role

15. Organizing and participating in meetings with a person and their team to help ensure coordination and progress.
 - This is definitely part of my role
 - This is maybe part of my role
 - This is definitely *not* part of my role

16. Communicating and collaborating with the person and other professionals to support developing and reviewing employment plans and other supports.
 - This is definitely part of my role
 - This is maybe part of my role
 - This is definitely *not* part of my role

17. What responsibilities **not listed above** are primary parts of your role related to supporting a person's employment path, if any? (open-ended)

VRS/SSB job search providers, also referred to as job placement providers or job development providers

In the context of employment, VRS/SSB Job Search (Placement, Development) Providers are responsible for:

18. Working with a person and a VRS/SSB counselor to develop a job search placement plan that will guide the delivery of job search services.
- This is definitely part of my role
 - This is maybe part of my role
 - This is definitely *not* part of my role
19. Helping a person find employment, including activities such as assisting with identifying job opportunities, creating and updating resumes, etc.
- This is definitely part of my role
 - This is maybe part of my role
 - This is definitely *not* part of my role
20. Communicating and collaborating with other professionals such as the VRS/SSB counselor and the waiver case manager, and updating the support team on job search progress.
- This is definitely part of my role
 - This is maybe part of my role
 - This is definitely *not* part of my role
21. Providing initial supports after a person has started a job until that person is stable in employment.
- This is definitely part of my role
 - This is maybe part of my role
 - This is definitely *not* part of my role
22. What responsibilities **not listed above** are primary parts of your role related to supporting a person's employment path, if any? (open-ended)

Waiver Employment Support Services Provider

Waiver Employment Support Services Providers are responsible for:

29. Delivering services outlined in Coordinated Services Support Plan (CSSP).
- This is definitely part of my role
 - This is maybe part of my role
 - This is definitely *not* part of my role
30. Delivering services to help people maintain and grow in employment after they are stable in that employment.
- This is definitely part of my role
 - This is maybe part of my role
 - This is definitely *not* part of my role

31. Communicating and collaborating with other professionals, such as maintaining regular communication with the waiver case manager and participating in regular meetings.

- This is definitely part of my role
- This is maybe part of my role
- This is definitely *not* part of my role

32. What responsibilities **not listed above** are primary parts of your role related to supporting a person's employment path, if any? (open-ended)

School Special Education Teacher or School Case Manager

School Special Education Teachers and School Case Managers are responsible for:

29. Maintaining a person's Individual Education Plan (IEP).

- This is definitely part of my role
- This is maybe part of my role
- This is definitely *not* part of my role

30. Organizing Individual Education Plan (IEP) meetings for the student and members of their team.

- This is definitely part of my role
- This is maybe part of my role
- This is definitely *not* part of my role

31. Helping the student and family with transition planning, such as incorporating employment into a student's transition planning and identifying employment interests and goals.

- This is definitely part of my role
- This is maybe part of my role
- This is definitely *not* part of my role

32. Helping the students connect with appropriate work experience opportunities and/or Career and Technical Education resources through their school.

- This is definitely part of my role
- This is maybe part of my role
- This is definitely *not* part of my role

33. Communicating and collaborating with other professionals, such as maintaining regular communication with the waiver case manager and VRS/SSB counselor and participating in regular meetings.

- This is definitely part of my role
- This is maybe part of my role
- This is definitely *not* part of my role

34. What responsibilities **not listed above** are primary parts of your role related to supporting a person's employment path, if any? (open-ended)

Members of advocacy organizations: please answer the following questions about roles of people receiving services and family members, guardians, and support people based on your experience working with people and families.

The person receiving waiver services

The person receiving waiver services is responsible for:

29. Communicating their interests and goals around employment.
- This is definitely part of my role
 - This is maybe part of my role
 - This is definitely *not* part of my role
30. Deciding what supports to get around employment, within available and authorized services and program rules.
- This is definitely part of my role
 - This is maybe part of my role
 - This is definitely *not* part of my role
31. Engaging in employment planning, such as developing employment goals and approving employment plans.
- This is definitely part of my role
 - This is maybe part of my role
 - This is definitely *not* part of my role
32. Actively participate in services and employment activities.
- This is definitely part of my role
 - This is maybe part of my role
 - This is definitely *not* part of my role
33. Communicating with team members.
- This is definitely part of my role
 - This is maybe part of my role
 - This is definitely *not* part of my role
34. What responsibilities **not listed above** are primary parts of your role related to your employment path, if any? (open-ended)

Family member, guardian, or other support person

The family member, guardian, or other support person is responsible for:

35. Supporting the person in making decisions and in communicating information, questions, and concerns.
- This is definitely part of my role

- This is maybe part of my role
 - This is definitely *not* part of my role
36. Participating in planning meetings if requested by the person or required (as a guardian).
- This is definitely part of my role
 - This is maybe part of my role
 - This is definitely *not* part of my role
37. Providing signatures, in the case of minor youth or people under guardianship.
- This is definitely part of my role
 - This is maybe part of my role
 - This is definitely *not* part of my role
 - Not applicable to my situation
38. Helping identify, activate, and engage informal supports (such as friends, family, neighbors or co-workers) in supporting the person in employment.
- This is definitely part of my role
 - This is maybe part of my role
 - This is definitely *not* part of my role
 - Not applicable to my situation
39. Making sure the other activities, services, and supports the person participates in wrap around their employment efforts.
- This is definitely part of my role
 - This is maybe part of my role
 - This is definitely *not* part of my role
 - Not applicable to my situation
40. Helping think through and plan the logistics of things like transportation, schedules, and the impact on other life activities.
- This is definitely part of my role
 - This is maybe part of my role
 - This is definitely *not* part of my role
 - Not applicable to my situation
41. What responsibilities **not listed above** are primary parts of your role related to supporting a person's employment path, if any? (open-ended)

Thank you for taking the survey! Click "Submit" to submit your answers.