

DBHDS Semiannual Report on Employment
Semi Annual Report (June 2016 Data)
10/1/2016

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Introduction:

The Department of Behavioral Health and Developmental Services (DBHDS or department) recognizes the importance of employment in the lives of individuals with and without disabilities. Both in policy and in practice, the department has undertaken efforts to support individuals with disabilities in having increased access to integrated community-based employment as the first and priority service option. In order to understand the impact of the Employment First Initiative in the Commonwealth, DBHDS has partnered with the Department for Aging and Rehabilitative Services (DARS) for data gathering and analysis.

This is the fourth semiannual employment data gathering effort. The data for this report was gathered from DARS and the Department Medical Assistance Services (DMAS). Through a data sharing agreement with DARS, DBHDS was able to gather all data for individuals with developmental disabilities receiving long term follow along services through Extended Employment Services (EES) and Long Term Employment Support Services (LTESS) funded through DARS. Additionally, DBHDS identified employment service organizations (ESOs) who had billed for employment related services through the Medicaid Waivers and requested that they complete a survey concerning the waiver recipients with the following primary data elements:

- Unique Identifier,
- Date of Birth,
- Employment Start Date,
- Type of Employment (Individual, Group, Sheltered),
- Current wage per hour,
- Typical hours worked per week, and
- The primary disability (intellectual developmental disability or other developmental disability).

Through extensive efforts of the ESOs, DARS, and the data subcommittee of the Employment First Advisory Group, data was returned from all providers. This represents a 100% return rate including waiver providers. The return rate is up from the previous reporting period, and the data shows an increase in people employed. This is a significant improvement from the first report that had a 44% return rate of data.

Where needed for context, the data report has been refined to add some additional granular detail.

Virginia has an active and engaged stakeholder group, the Employment First Advisory Group, which has set the following data target goals as follows:

Target as of 6/30/2015: 25% of individuals with DD either on the waitlist or on the waivers ages 18 to 64 will be employed by June 30, 2019. Specifically this translates to:

- ❖ 25% of 15,429 (the total number of individuals with a developmental disability (DD) 18 to 64 on the waivers or the waiver waitlist as of 6/30/16 would be employed by June 30, 2019
- ❖ or a total of 3,857 individuals

- Supplemental Targets to be achieved by 12/30/2015
 - ❖ 100% of DD Individuals with Case Management services will have discussed employment options at least annually
 - ❖ 35% of DD Individuals with Case Management services will have an employment or employment-related goal in their individualized services plan.

Targets for Waiver Funded Supports for Individual & Group Supported Employment:

During the past quarter, meetings of DBHDS and the Independent Reviewer for the Department of Justice Settlement Agreement resulted in an update of the chart reflecting the annual targets. This chart was updated to maintain integrity to the original targets but also to add clarity to the specific targets for Individual Supported Employment as well as Group Supported Employment on one of the Home and Community Based Services Waivers.

Data Targets:

Fiscal Year	Total	ISE	GSE
2016	808	211	597
2017	932	301	631
2018	1297	566	731
2019	1661	830	831
2020	2026	1095	931

The Employment First Advisory Group discussed whether it was advisable to set sub-targets. The advisory group decided once adequate data has been secured to determine a baseline that it will set goals related to new waiver slot awardees and their use of employment and the shift in current waiver recipients in their selection of services. The data will include those individuals who accessed a facility slot. Again, these targets will not be set until a reliable baseline is established. This was delayed in the previous report and is delayed one more quarter as the Commonwealth switched waiver management systems and reports are in the process of being developed.

This report reviews the data in relationship to all of these targets as well as in relationship to the Department’s desire for a cultural shift away from center-based, non-integrated services (both day support and sheltered workshops) to meaningful integrated employment services.

It should be noted that this data is point-in-time data as of 6/30/2016 and is meant to give a semiannual snapshot of the Commonwealth’s employment efforts and the substantiating data.

This report summarizes data according to Health Planning Regions (HPR). Future reports may be adjusted to align with the newly reconfigured Developmental Services Regions and when previous quarters can be aligned to provide ability for comparisons by regions. The Community Services Boards and Behavioral Health Authorities associated with the same are as follows:

HPR I

Harrisonburg- Rockingham Region 10

Rappahannock Area

Horizon
Northwestern

Rockbridge Area
Valley

Rappahannock- Rapidan

HPR II

Alexandria
Arlington Co.
Fairfax-Falls Church

Loudoun
Prince William Co

HPR III

Alleghany Highlands
Blue Ridge
Cumberland Mountain
Danville - Pittsylvania

Dickinson County
Goochland- Powhatan
Highlands
Mt. Rogers

New River Valley
Piedmont
Planning District 1

HPR IV

Chesterfield
Crossroads
District 19

Hanover
Henrico Area

Richmond BHA
Southside

HPR V

Chesapeake
Colonial BH
Eastern Shore
Hampton- Newport News

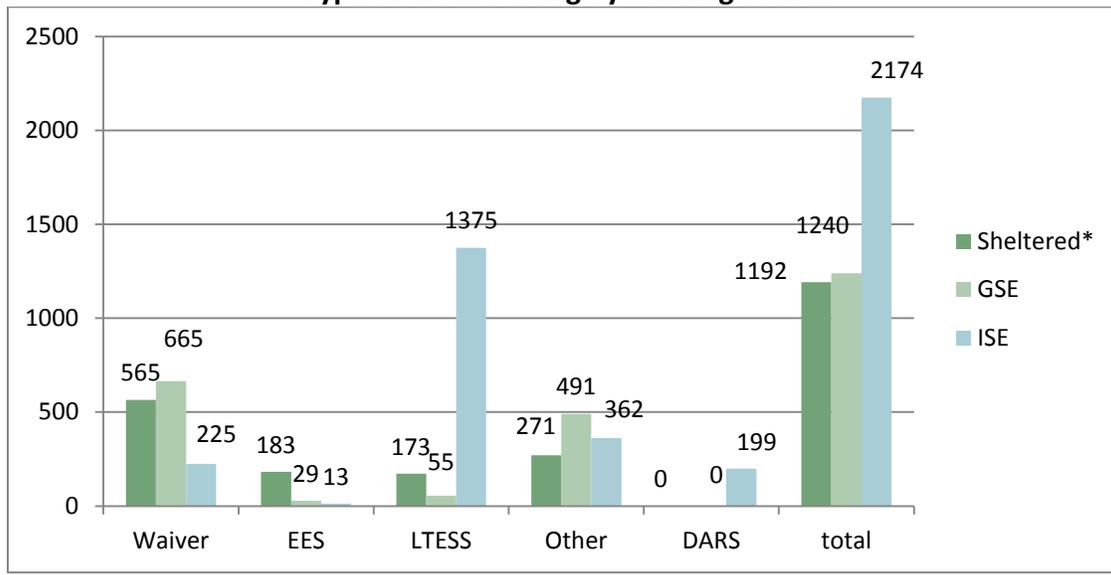
Middle Peninsula- Northern Neck
Norfolk CSB
Portsmouth

Virginia Beach
Western Tidewater

Statewide Data Analysis

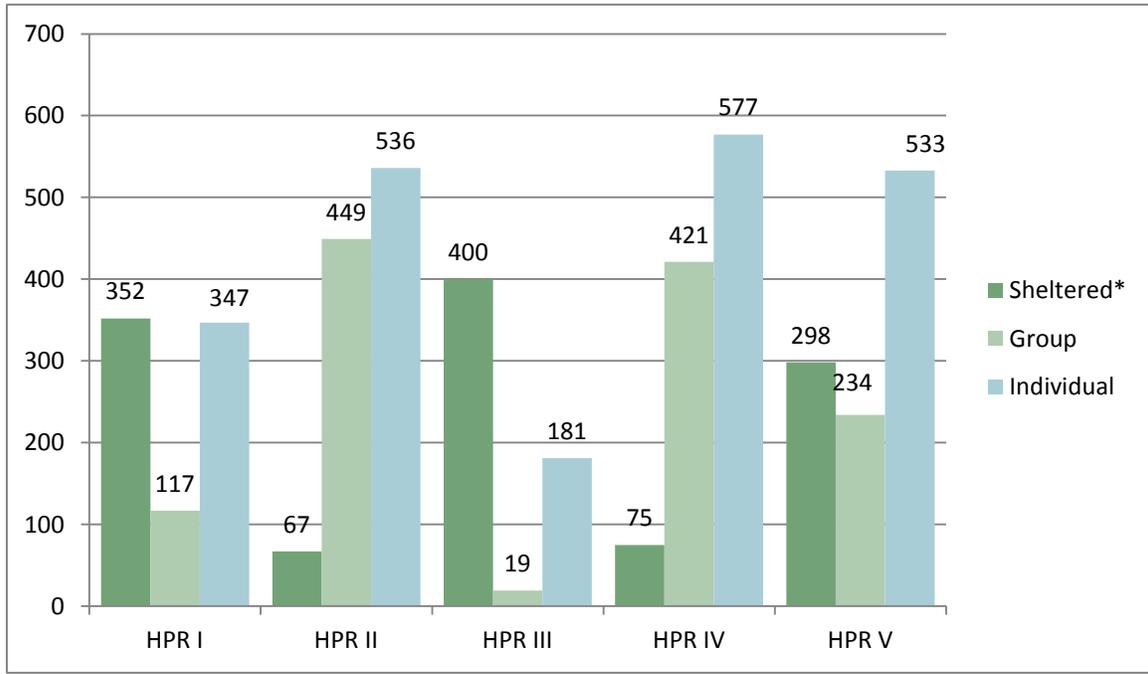
The data below indicates that 2,174 individuals are in Individual Supported Employment (ISE) services and 1,240 are in Group Supported Employment (GSE) services. Additionally, 1,192 people are receiving services in sheltered workshops. Individuals in sheltered workshops are not counted toward employment targets. Although the Commonwealth is prioritizing integrated employment over sheltered employment work opportunities, data regarding individuals in sheltered workshops continues to be captured and monitored.*

Type of Work Setting by Funding Source



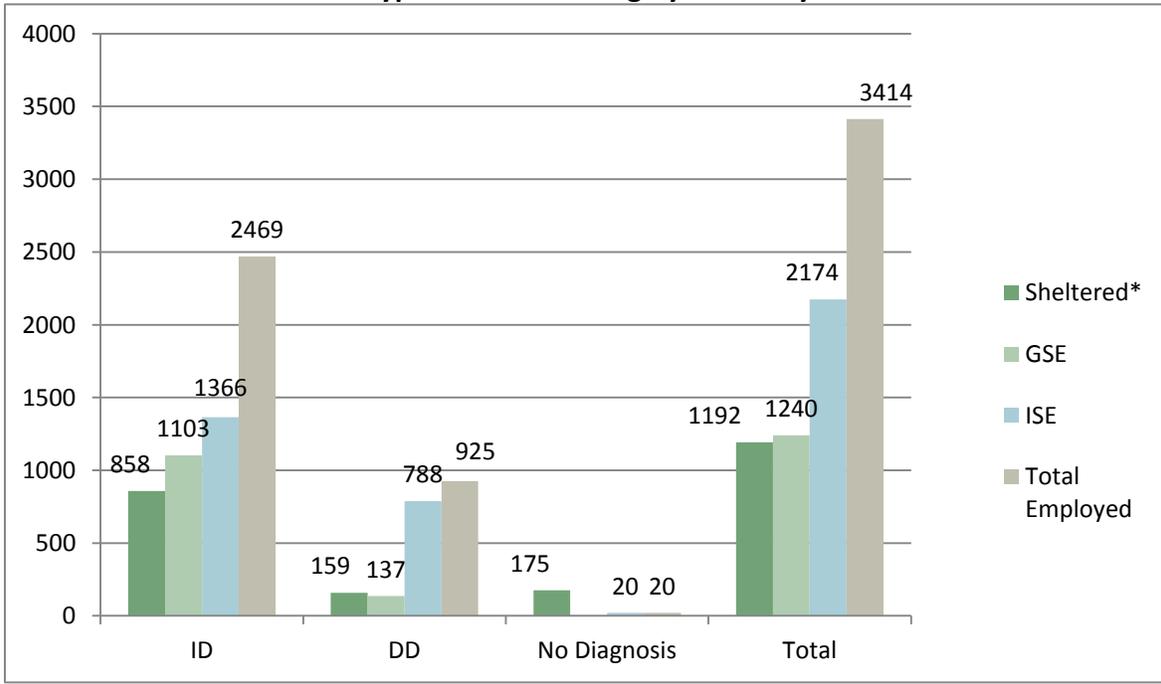
3,414 people are employed with supports from ISE and GSE, which is an increase of 378 people from the previous data reported. It also indicates that of the total number of individuals 18-64 on the waivers and the waiver waitlists, 22% percent of people with DD are employed. This is an increase from the 20% reported in the December 2015 Semiannual Report. As evidenced by the data, the majority of people in ISE are supported by LTESS/EES funding through DARS. There is a 6.6% reported increase in waiver recipients receiving ISE, or a total of 14 new people.

Type of Work Setting by Health Planning Regions



The graph above clearly indicates variations in work settings throughout the five HPRs.

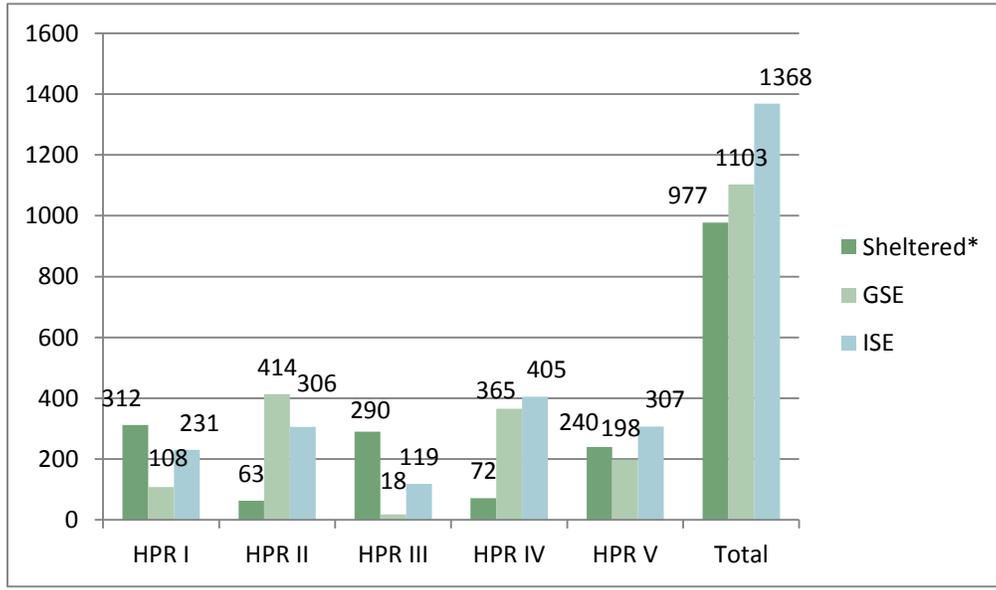
Type of Work Setting by Disability



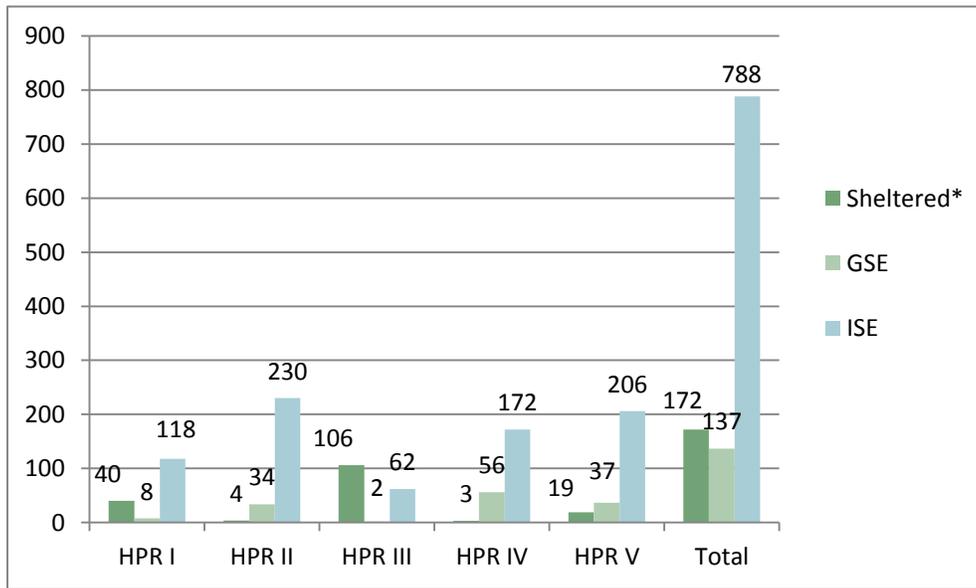
The data in the graph above compares employment settings by disability. When this data is compared against the target population (people on the waivers and on the waiver waitlist), an interesting backdrop

emerges. Of the 13,819 individuals with ID in the target population, 2,469 (17.9%) are employed. This is an increase from the last report of almost 1% moving closer to the overall target. Of the 1,610 individuals with DD in the target population, 925 (57.4%) are employed. This is a 5% increase from the previous reporting period.

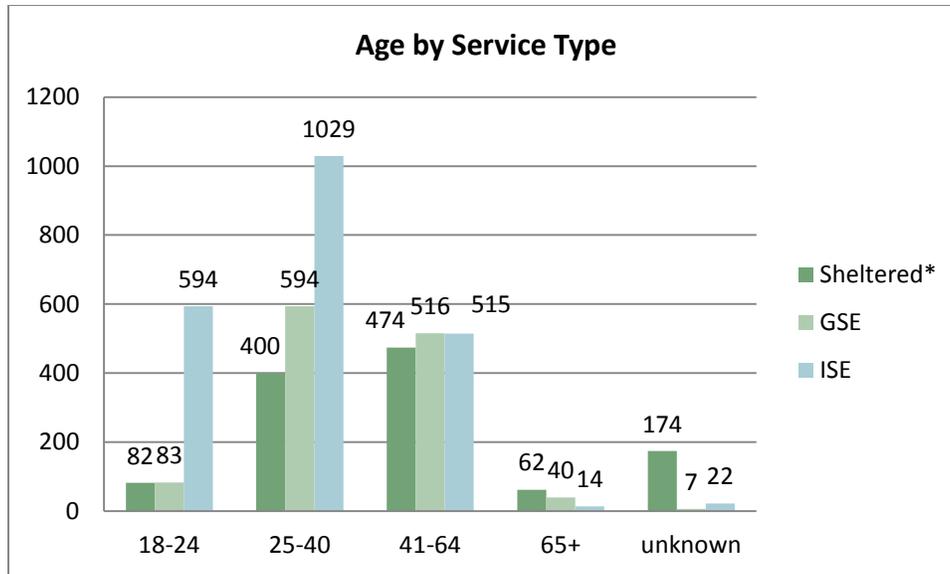
Type of Work Setting by HPR for Individuals with Intellectual Disability



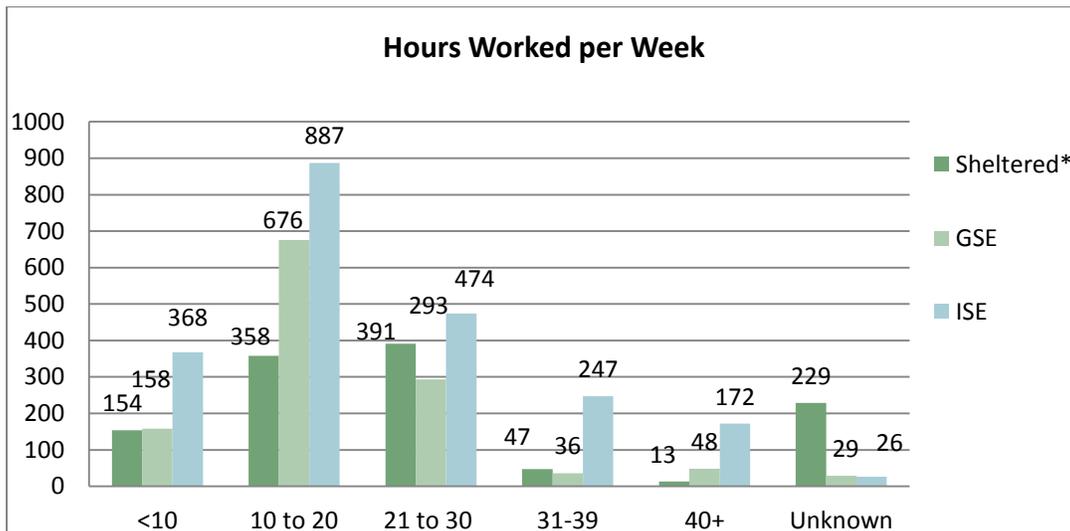
Type of Work Setting by HPR for Individuals with Developmental Disability



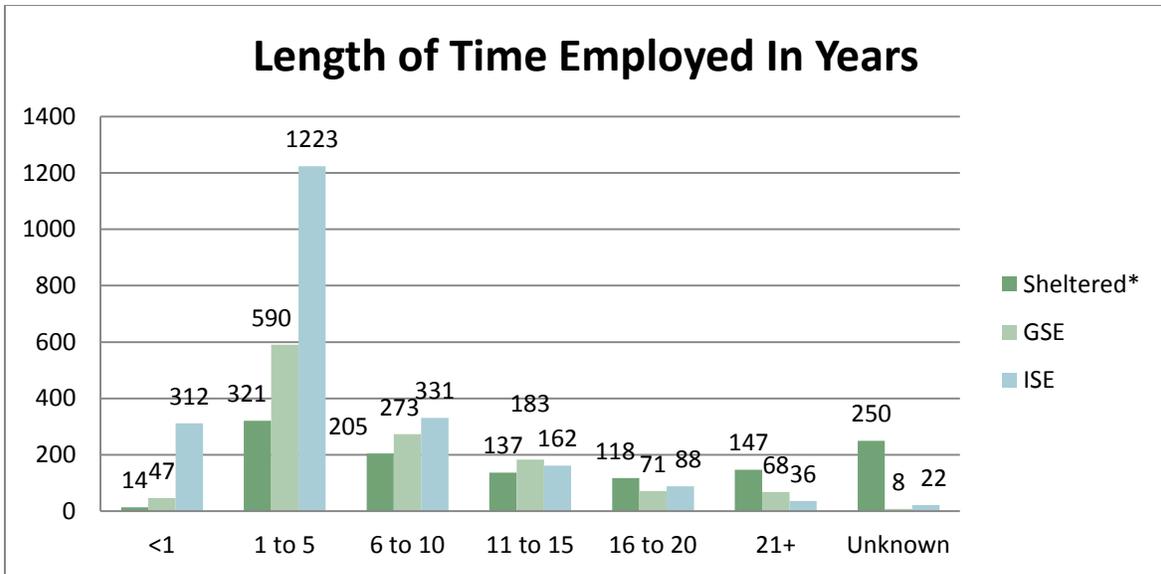
The data was further broken down by HPR and disability type to see if any additional patterns emerged. ISE for individuals with DD (developmental disabilities other than an intellectual disability) appears to be more prevalent in relationship to other employment models.



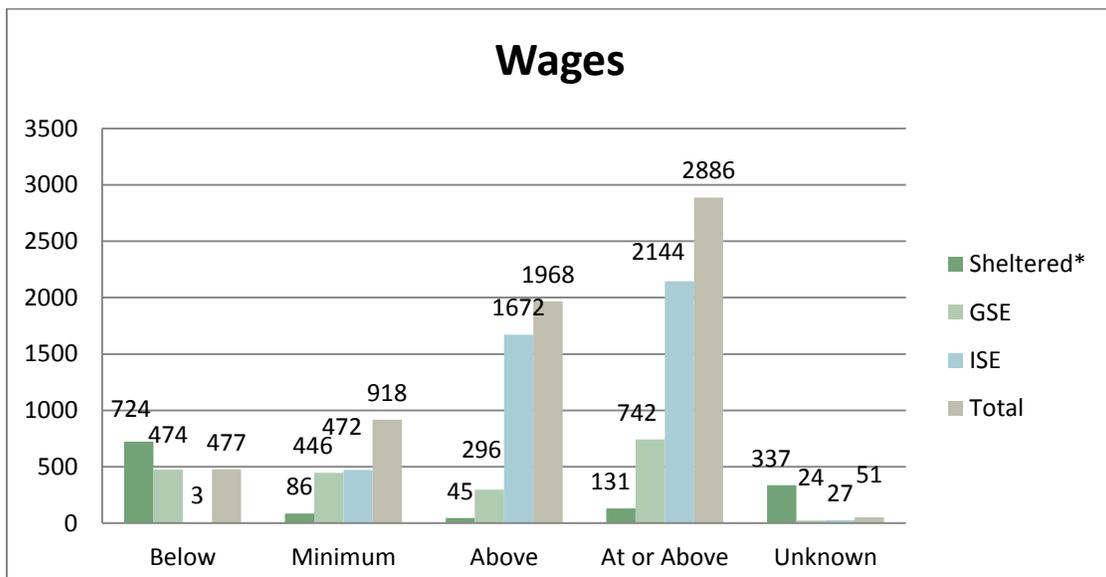
The data above shows the type of employment services individuals receive by age. This graph was added so that the Employment First Advisory Group could monitor transition age youth and employment choices they are making with the initiation of the Workforce Innovation and Opportunity Act. The data remained relatively consistent from the previous report.



In previous reports, data was reported as average hours worked. This report adds some additional detail to the hours worked to give a better understanding of the amount of hours being worked.



The data for length of time employed has been broken down to better understand the number of years a person is employed and to see where individuals are currently choosing to gain employment. It is significant to note that only 14 individuals have chosen sheltered work in the past year, with the majority of individuals choosing ISE. This is consistent with best practices in employment.



Additional detail around wages was also added to gain better understanding of the number of individuals who are earning at or above minimum wage and the number of people earning below minimum wage. Currently there are 477 (14%) people employed who are earning below minimum wage while there are 2,886 (84%) who are earning at/or above minimum wage. 1 individual in ISE earning below minimum wage is in a tip position.

Statewide Distribution of Wages

ID/DD	Lowest hourly wage	Highest hourly wage
Sheltered*	\$0.01	\$19.56
GSE	\$0.24	\$26.00
ISE	\$4.43	\$32.50

Tracking Employment First Conversations:

DBHDS has worked to develop new measures as part of the CSB performance contract, which specifically collects data on:

1. discussing employment with individuals receiving case management services, and
2. developing individual employment related and/or readiness goals.

The results of the data collection are presented below for the second half of FY2016 (1/1/16-6/30/16).

Responses to Exhibit B Data Elements on Employment

CSB	People with ISP Meeting	Employment Discussion	% who had discussion	Employment Goals	% who had Goals
Alexandria CSB	62	62	100.00%	46	74.19%
Alleghany-Highlands CSB	0	0	0.00%	0	0.00%
Arlington County CSB	18	18	100.00%	10	55.56%
Blue Ridge Behavioral Healthcare	224	191	85.27%	41	18.30%
Chesapeake Integrated Behavioral Healthcare	119	4	3.36%	2	1.68%
Chesterfield CSB	470	444	94.47%	341	72.55%
Colonial Behavioral Health	90	90	100.00%	31	34.44%
Crossroads CSB	0	0	0.00%	0	0.00%
Cumberland Mountain CSB	110	109	99.09%	28	25.45%
Danville-Pittsylvania Community Services	187	120	64.17%	28	14.97%
Dickenson County Behavioral Health Services	3	0	0.00%	0	0.00%
District 19 CSB	128	79	61.72%	45	35.16%
Eastern Shore CSB	90	69	76.67%	13	14.44%
Fairfax-Falls Church CSB	516	505	97.87%	160	31.01%
Goochland-Powhatan Community Services	13	12	92.31%	3	23.08%
Hampton-Newport News CSB	164	163	99.39%	0	0.00%
Hanover County CSB	84	81	96.43%	33	39.29%
Harrisonburg-Rockingham CSB	14	13	92.86%	7	50.00%

Henrico Area MH and Developmental Services	241	207	85.89%	74	30.71%
Highlands Community Services	78	77	98.72%	22	28.21%
Horizon Behavioral Health	0	0	0.00%	0	0.00%
Loudoun County CSB	120	49	40.83%	24	20.00%
Middle Peninsula-Northern Neck CSB	157	50	31.85%	9	5.73%
Mount Rogers CSB	178	170	95.51%	31	17.42%
New River Valley Community Services	142	128	90.14%	109	76.76%
Norfolk CSB	324	321	99.07%	102	31.48%
Northwestern Community Services	201	170	84.58%	65	32.34%
Piedmont Community Services	191	183	95.81%	37	19.37%
Planning District 1 Behavioral Health Services	81	55	67.90%	3	3.70%
Portsmouth Department of Behavioral Health Services	82	47	57.32%	12	14.63%
Prince William County CSB	0	0	0.00%	0	0.00%
Rappahannock Area CSB	0	0	0.00%	0	0.00%
Rappahannock-Rapidan CSB	126	121	96.03%	48	38.10%
Region Ten CSB	183	179	97.81%	73	39.89%
Richmond Behavioral Health Authority	298	104	34.90%	46	15.44%
Rockbridge Area Community Services	30	30	100.00%	15	50.00%
Southside CSB	154	153	99.35%	28	18.18%
Valley CSB	39	39	100.00%	12	30.77%
Virginia Beach CSB	480	402	83.75%	209	43.54%
Western Tidewater CSB	28	0	0.00%	4	14.29%
Statewide Total	5,425	4,445	81.94%	1,711	31.54%

There were a total of 5,425 adults whose case managers conducted annual ISP meetings or updates in this semi-annual report period. Of these 5,425 individuals, a total of 4,445 individuals had their case managers discuss integrated, community-based employment with them during their annual ISP meetings. This results in a statewide average of 81.94% of individuals having a discussion of integrated employment when their ISP was reviewed. This is a 4% increase in the prevalence of the conversation from last reporting period.

A total of 1,711 of the 5,425 individuals have employment or employment related goals in their ISP. This results in a statewide average of 31.54% of individuals who had an annual ISP review in this reporting period who have an employment or an employment-related goal in their ISP. This represents a decrease of 3% from last reporting period.

It appears that there are still data reporting issues. The Department will follow up with each of the CSBs whose data is not in accordance with expectations.

Department of Medical Assistance Services (DMAS) Data

DBHDS and the Employment First Advisory Group continue to monitor the utilization of employment services by waiver recipients using billing data from DMAS. Although this data is based on service provision only, it does help to understand what, if any, shifts are occurring over time in waiver-funded services. This was also the manner in which use of pre-vocational services was tracked. This will be the last report where this data is included, as pre-vocational services is no longer a billable service under the waiver.

INDIVIDUAL EMPLOYMENT REPORT (H2023) - 4th qtr 2016						
<u>Beginning Dec 07, 2011</u>						
Quarter	Cumulative Count (including ID and DD waiver)	%age of Individual Supported Emp(H2023) of total ID and DD waivers(adults - Over 18 years only)	Individuals who continued service from last qtr	Individuals who discontinued service this qtr	New to service from last qtr	
3rd QTR 2012	154	1.82% of 8483	began to collect data from DMAS			
4th QTR 2012	169	1.98% of 8540	129	25	40	
1st QTR 2013	173	1.95% of 8868	148	21	25	
2nd QTR 2013	176	1.97% of 8919	133	40	43	
3rd QTR 2013	170	1.89% of 9013	138	38	32	
4th QTR 2013	180	1.94% of 9272	148	22	32	
1st QTR 2014	204	2.14% of 9521	155	25	49	
2nd QTR 2014	182	1.89% of 9648	159	45	23	
3rd QTR 2014	176	1.92% of 9144	150	32	26	Age 18-64
4th QTR 2014	194	2.05% of 9474	158	18	36	Age 18-64
1st QTR 2015	200	2.10% of 9541	157	37	43	Age 18-64
2nd QTR 2015	201	2.06% of 9758	175	25	26	Age 18-64
3rd QTR 2015	199	2.04% of 9770	174	27	25	Age 18-64
4th QTR 2015	232	2.37% of 9802	177	22	55	Age 18-64
1st QTR 2016	246	2.47% of 9979	211	21	35	Age 18-64
2nd QTR 2016	231	2.29% of 10100	194	52	37	Age 18-64
3rd QTR 2016	271	2.67% of	209	22	62	Age 18-64

		10,163			
4th QTR 2016	269	2.63% of 10,215	235	36	34

Age 18-64

Note: "New to service" includes both individuals who are completely new to the service and also those individuals who discontinued their service for 1 or more quarters earlier and then join back this quarter.

Beginning Dec 07, 2011 (Includes ID and DD waiver.)	
SUMMARY OF INDIVIDUAL EMPLOYMENT REPORT(H2023)	As of Dec 2013 (Duplicated count)
# of individuals in Individual Supported Employment for <= 6 months	235
# of individuals in Individual Supported Employment for at least 9 months	183
# of individuals in Individual Supported Employment for at least 12 months	159
# of individuals in Individual Supported Employment for at least 15 months	140
# of individuals in Individual Supported Employment for at least 18 months	126
# of individuals in Individual Supported Employment for at least 21 months	116
# of individuals in Individual Supported Employment for at least 24 months	103
# of individuals in Individual Supported Employment for at least 27 months	87
# of individuals in Individual Supported Employment for at least 30 months	82
# of individuals in Individual Supported Employment for at least 33 months	72
# of individuals in Individual Supported Employment for at least 36 months	65
# of individuals in Individual Supported Employment for at least 39 months	63
# of individuals in Individual Supported Employment for at least 42 months	55
# of individuals in Individual Supported Employment for at least 45 months	47
# of individuals in Individual Supported Employment for at least 48 months	40

Note: Above count is the duplicated count per Quarter. Some of the individuals discontinue service for one or more Quarters

and join in a later Quarter. Such individuals are not counted for the Quarters where they discontinued the service.

Note: These individuals may have started their service earlier but the date in IDOLS is based on the Service Authorization process, which ends service when there is a change in the service. The provider may continue to bill if service reopens.

The numbers of individuals receiving individual supported employment under the waivers has increased over the past year. The number of people remaining in ISE from one quarter to the next has been increasing which indicates less turnover in the individuals accessing the services.

GROUP EMPLOYMENT REPORT (H2024) - 4th qtr 2016					
Beginning Dec 07, 2011					
Quarter	Cumulative Count (including ID and DD waiver)	%age of Individual Supported Emp(H2023) of total ID & DD waivers(adults - Over 18 years only)	Individuals who continued service from last qtr	Individuals who discontinued service this qtr	New to service from last qtr
3rd QTR 2012	617	7.27% of 8483	began to collect data from DMAS		
4th QTR 2012	618	7.24% of 8540	577	40	41
1st QTR 2013	636	7.17% of 8868	609	9	27
2nd QTR 2013	634	7.11% of 8919	598	38	36
3rd QTR 2013	659	7.31% of 9013	602	32	57
4th QTR 2013	661	7.13% of 9272	628	31	33
1ST QTR 2014	660	6.93% of 9521	627	34	33
2nd QTR 2014	687	7.12% of 9648	627	33	60
3rd QTR 2014	670	7.33% of 9144	626	61	44
4th QTR 2014	677	7.15% of 9474	639	31	38
1st QTR 2015	687	7.20% of 9541	617	61	70
2nd QTR 2015	663	6.79% of 9758	612	74	51
3rd QTR 2015	666	6.82% of 9770	637	26	29
4th QTR 2015	671	6.85% of 9802	636	30	35
1st QTR 2016	692	6.93% of 9979	652	19	40
2nd QTR 2016	661	6.54% of	560	103	101

Age 18-64
Age 18-64

		10,100				64
3rd QTR 2016	598	5.88% of 10,163	570	91	28	Age 18- 64
4th QTR 2016	660	6.46% of 10,215	571	27	89	Age 18- 64
<i>Note: "New to service" includes both individuals who are completely new to the service and also those individuals who discontinued their service for 1 or more quarters earlier and then join back this quarter.</i>						

Beginning Dec 07, 2011 (Includes ID and DD waiver.)	
SUMMARY OF SUPPORTED EMPLOYMENT(Group - Enclave/Work) REPORT(H2024)	As of Dec 2013 (Duplicated count)
# of individuals in Group Supported Employment for <= 6 months	571
# of individuals in Group Supported Employment for at least 9 months	544
# of individuals in Group Supported Employment for at least 12 months	527
# of individuals in Group Supported Employment for at least 15 months	503
# of individuals in Group Supported Employment for at least 18 months	479
# of individuals in Group Supported Employment for at least 21 months	458
# of individuals in Group Supported Employment for at least 24 months	424
# of individuals in Group Supported Employment for at least 27 months	400
# of individuals in Group Supported Employment for at least 30 months	388
# of individuals in Group Supported Employment for at least 33 months	367
# of individuals in Group Supported Employment for at least 36 months	344
# of individuals in Group Supported Employment for at least 39 months	328
# of individuals in Group Supported Employment for at least 42 months	313
# of individuals in Group Supported Employment for at least 45 months	295
# of individuals in Group Supported Employment for at least 48 months	287
# of individuals in Group Supported Employment for at	282

least 51 months	
# of individuals in Group Supported Employment for at least 54 months	265

Note: Above count is the duplicated count per Quarter. Some of the individuals discontinue service for one or more Quarters and join in a later Quarter. Such individuals are not counted for the Quarters where they discontinued the service.

Note: These individuals may have started their service earlier but the date in IDOLS is based on the Service Authorization process, which ends service when there is a change in the service. The provider may continue to bill if service reopens.

Group Supported Employment has remained relatively steady, with currently 660 accessing services through the waiver. Over half the individuals have maintained their employment for more than three years.

PRE-VOCATIONAL REPORT (H2025)- 4th qtr 2016					
Beginning 12/07/2011 :-					
Quarter	Cumulative Count (including ID and DD waiver)	%age of Individual Supported Emp(H2023) of total ID & DD waivers(adults - Over 18 years only)	Individuals who continued service from last qtr	Individuals who discontinued service this qtr	New to service from last qtr
3rd QTR 2012	806	9.50% of 8483	began to collect data from DMAS		
4th QTR 2012	803	9.40% of 8540	743	63	60
1st QTR 2013	809	9.12% of 8868	771	32	38
2nd QTR 2013	819	9.18% of 8919	760	49	59
3rd QTR 2013	811	9.00% of 9013	767	52	44
4th QTR 2013	805	8.68% of 9272	756	55	49
1ST QTR 2014	828	8.70% of 9521	762	43	66
2nd QTR 2014	847	8.78% of 9648	771	57	76
3rd QTR 2014	814	8.90% of 9144	747	100	67
4th QTR 2014	814	8.59% of 9474	757	57	57
1st QTR 2015	843	8.84% of 9541	758	58	85
2nd QTR 2015	830	8.51% of 9758	785	59	45
3rd QTR 2015	814	8.33% of 9770	778	51	36
4th QTR 2015	810	8.26% of 9802	758	56	52

Age 18-64

Age 18-64

Age 18-64

Age 18-64

Age 18-64

Age 18-

						64
1st QTR 2016	790	7.92% of 9979	745	65	45	Age 18-64
2nd QTR 2016	757	7.50% of 10,100	721	69	36	Age 18-64
3rd QTR 2016	794	7.81% of 10,163	705	52	89	Age 18-64
4th QTR 2016	721	7.06% of 10,215	696	98	25	Age 18-64

Note: "New to service" includes both individuals who are completely new to the service and also those individuals who discontinued their service for 1 or more quarters earlier and then join back this quarter.

Beginning Dec 07, 2011 (Includes ID and DD waiver.)

SUMMARY OF PRE-VOC SERVICE(H2025) REPORT	As of Dec 2013 (Duplicated count)
# of individuals in Pre-voc service for <= 6 months	696
# of individuals in Pre-voc service for at least 9 months	665
# of individuals in Pre-voc service for at least 12 months	636
# of individuals in Pre-voc service for at least 15 months	604
# of individuals in Pre-voc service for at least 18 months	569
# of individuals in Pre-voc service for at least 21 months	552
# of individuals in Pre-voc service for at least 24 months	527
# of individuals in Pre-voc service for at least 27 months	483
# of individuals in Pre-voc service for at least 30 months	455
# of individuals in Pre-voc service for at least 33 months	420
# of individuals in Pre-voc service for at least 36 months	398
# of individuals in Pre-voc service for at least 39 months	376
# of individuals in Pre-voc service for at least 42 months	360
# of individuals in Pre-voc service for at least 45 months	346
# of individuals in Pre-voc service for at least 48 months	329
# of individuals in Pre-voc service for at least 51 months	321
# of individuals in Pre-voc service for at least 54 months	304

Note: Above count is the duplicated count per Quarter. Some of the individuals discontinue service for one or more Quarters and join in a later Quarter. Such individuals are not counted for the Quarters where they discontinued the service.

Note: These individuals may have started their service earlier but the date in IDOLS is based on the Service Authorization process, which ends service when there is a change in the service. The provider may continue to bill if service reopens.

Individuals in pre-vocational services have declined for eight straight quarters. It is a concern that over half the individuals receiving this time-limited service have been receiving it for more than three years. The Department has been working with pre-vocational providers to transition their services according to the support needs of the individuals served.

Summary:

The fourth semiannual data reporting period had 100% response rate from providers. DBHDS is grateful to the Employment Service Organizations, DARS, and the Employment First Advisory Group Data Subcommittee for the work that they completed to make this report possible.

The data shows that the Commonwealth's efforts around employment are working and indicates an increase in a sustained trend as to the number of individuals employed.

The report has been refined further to add additional details as requested by the Employment First Advisory group. This data will assist in the improvement of our practices around helping individuals with developmental disabilities becoming employed in the community.

Recommendations:

1. DBHDS needs to continue collaborating with CSBs to ensure that accurate information about the different employment options is discussed with individuals in the target population and that these discussions are documented.
2. Increase the capacity of the Commonwealth's provider community to provide Individual Supported Employment services to persons with intellectual and developmental disabilities by providing technical assistance and training to existing and potential new providers. Report the number of waiver providers offering Individual Supported Employment and Group Supported Employment.
3. Increase capacity in parts of the Commonwealth that have less providers and employment options. Create a map of the service providers in each of the Regions and the services provided so we can track increase in capacity.
4. Continue to collaborate with DARS, Employment Service Organizations, and DMAS to collect and report on employment data.
5. Do a comparison in future reports of employment discussions and employment goals to evaluate the impact on the percent of people employed per region (and determine when/if to align regions with the new defined Developmental Services Regions).
6. Create data tables around the waiver data according to old slots, new slots, and training center slots.

7. Implement a recommendation from the Regional Quality Councils to create success stories of employment that identify individuals according to the current support level as indicated by their supports intensity scores.
8. Monitor the number of transition age youth entering non-integrated work settings to determine potential future intervention.
9. DBHDS will follow up with the CSBs who have data reporting concerns around the discussion of employment and employment related and readiness goals.
10. Develop a video that shows the conversation between a case manager and individual and their family to show how to have a better conversation.