Our Roadmap for Quality: Employment, Community, and Safety

2026

Department *of* Health & Human Services

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Department *of* Health & Human Services

Executive Summary

Department *of* Health
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Executive Summary | Project Introduction

The purpose of this engagement was to develop a stakeholder-informed change management plan to enhance outcomes for people with disabilities in Utah.

- The Division of Services for People with Disabilities (**DSPD**), in **collaboration** with the Workforce Services Rehabilitation which houses Utah State Office of Rehabilitation (**USOR**), and the Utah State Board of Education (**USBE**), partnered with Alvarez & Marsal (**A&M**)
- A&M collaborated with **stakeholders** to **develop** a comprehensive **change management plan, called *Our Roadmap for Quality: Employment, Community, and Safety*** or ***Our Roadmap for Quality*** for short
- This plan serves as a **roadmap** to **enhance services** and **processes** for **individuals with disabilities**, guided by the input and experiences of individuals, families, advocates, service providers, and state staff

Department of Health & Human Services

WORKFORCE SERVICES REHABILITATION

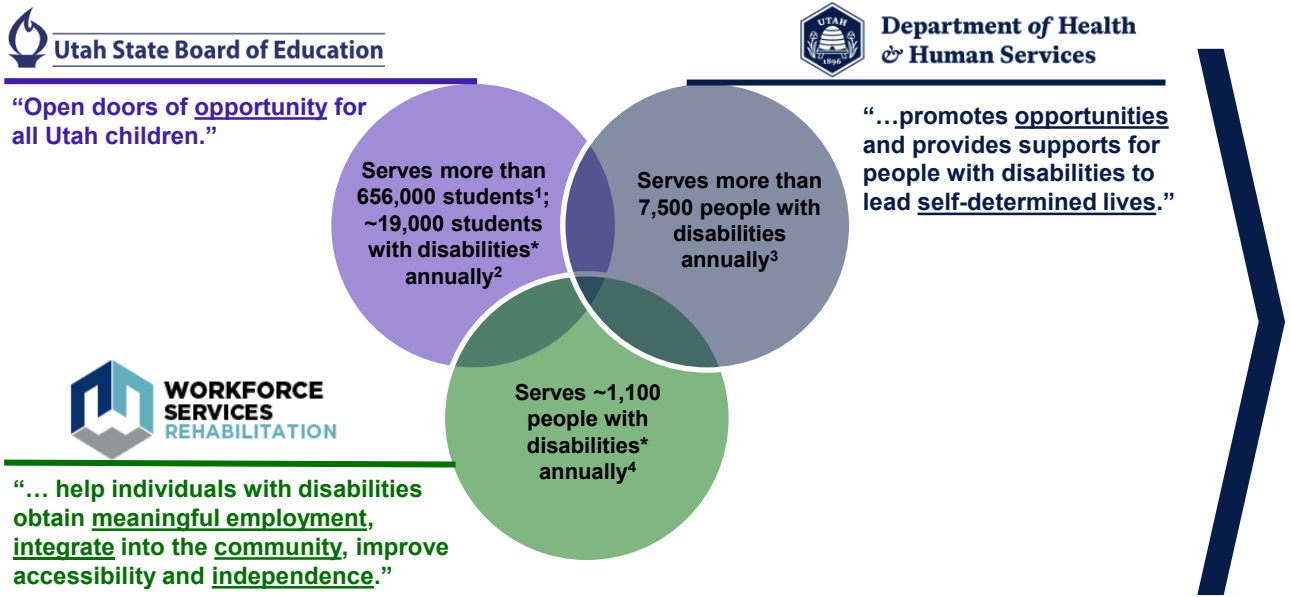
Utah State Board of Education

A **change management plan** is a documented strategy, or roadmap, that outlines the procedures and activities necessary to effectively manage the implementation of a new system change.

Our Roadmap for Quality: Employment, Community, and Safety

Executive Summary | Partnering for Progress

Serving a shared population of individuals with intellectual and developmental disabilities*, USBE, DSPD, and USOR are united in advancing empowerment, integration, and independence.



Opportunity

- **Coordinated information**, **resource sharing** and **referral processes**
- **Enhanced supports** to people, families, and communities **to promote integration, employment and safety**
- **Seamless school to work transitions** that provide people the opportunities to thrive at any age
- **Expanded community partnerships** and collaborations to **foster inclusion and acceptance**

*Represents a subset of individuals who may be eligible or receiving services from DSPD
(1) USBE Fall Enrollment by Grade Level (2025/2026 SY); (2) Student with Disability Data provided by USBE (2026);
(3) Utah DHHS DSPD Demographics Dashboard (2026), (4) USOR Data (2023-2025)

Executive Summary | Intended Change Outcomes

The focus of this engagement was to assess and strengthen Competitive Integrated Employment, Community Integration Services, and safety outcomes for people with disabilities across Utah.

Change Areas



Competitive Integrated Employment (CIE)

Expanding opportunities for meaningful, inclusive work

Community Integration Services (CIS)

Enhancing services that promote full participation in community life

Prevention of Abuse, Neglect, Exploitation, and Sexual Violence (ANE/SV)

Minimizing risk through proactive steps and enhancing incident reporting

Approach | Guiding Principle

People with intellectual and developmental disabilities and their families are the experts in how the system is working and where there are opportunities for growth.

Guiding Principle | Transformational Policy and Systems Change



- Individuals and families should be meaningfully involved in policymaking to shape planning, implementation, research, and the revision of the practices that affect them
- Every program, organization, system, and policymaker must think about a person within the context of family and community

A&M partnered with individuals and families, using their feedback and experiences, to shape and guide Our Roadmap for Quality: Employment, Community, and Safety.

Approach | Building Our Roadmap for Quality: Employment, Community, and Safety

The Executive Committee and A&M collaborated closely with the Steering Committee. Together, we listened to feedback from stakeholders throughout Utah, understood what works and where there were opportunities, and created a roadmap that will lead to improved outcomes for people with disabilities.



Facilitate External Engagement

- Engage individuals receiving services, families, providers, frontline staff, and system partners
- Capture the current state, lived experience, barriers, and practical ideas to improve outcomes

Identify Key Themes

- Synthesize input into themes and cross-cutting opportunities across stakeholders

Share Key Learnings with Committees

- Provide interim readouts to confirm understanding and reduce risk of misalignment
- Validate findings with the Executive Committee and Steering Committee

Develop Considerations & Strategies

- Translate themes into actionable considerations and respective strategies

Create Our Roadmap for Quality

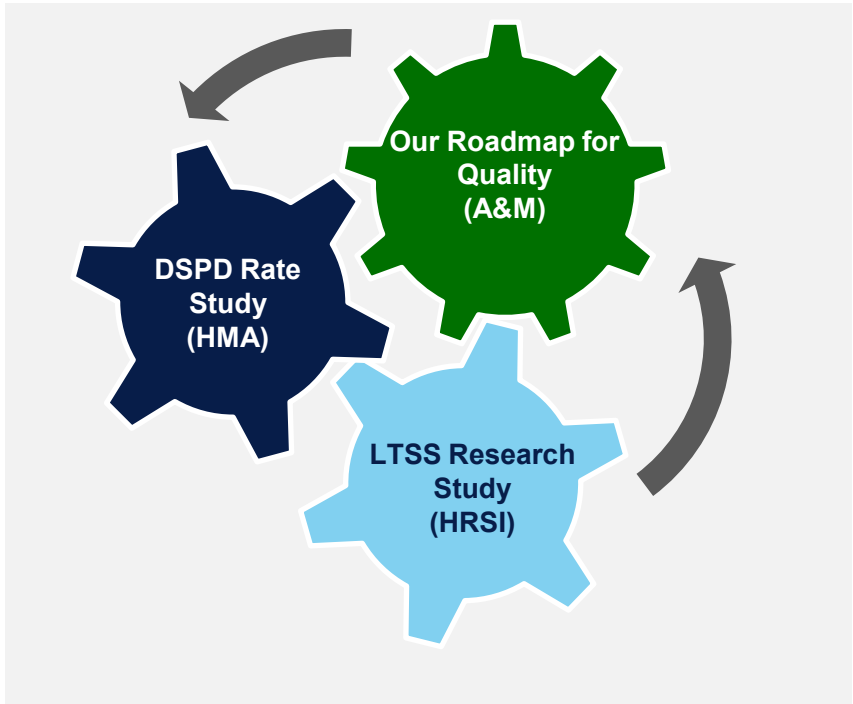
- Build a structured plan for adoption
- Establish governance, timelines and feedback loops

Approach | Understanding and Connecting Utah's Initiatives

Coordinating across Utah's projects to align opportunities that strengthen systems and supports for people with disabilities.

Opportunities for Coordination

- **Our Roadmap for Quality**
  - Developing roadmaps with considerations and strategies to support people and families
  - Focused on: Competitive Integrated Employment; Community Integration Services; and the prevention of Abuse, Neglect, Exploitation, and Sexual Violence
- **Provider Rate Study**
  - Conducting a study on the rates paid to DSPD service providers
- **Utah LTSS Research Study**
  - Performing a study to provide recommendations on improving long-term services and supports (LTSS) for people with a variety of support needs
  - Focused on: Integration, Person-Centered Support, Service Quality, and an Effective Service System



Our Roadmap for Quality: Employment, Community, and Safety

Methodology | Stakeholder Engagement

A&M leveraged multiple methods to ensure considerations reflected the lived experience of individuals, families, providers, and agency leaders.

Listening Sessions

Virtual & In-Person

- Seven (7) sessions held statewide
- Over 80 people across both in-person and virtual listening sessions

Interviews

Agency & Advocacy Leaders

- Over 30 individual interviews
- Over 60 interviewees

Focus Groups

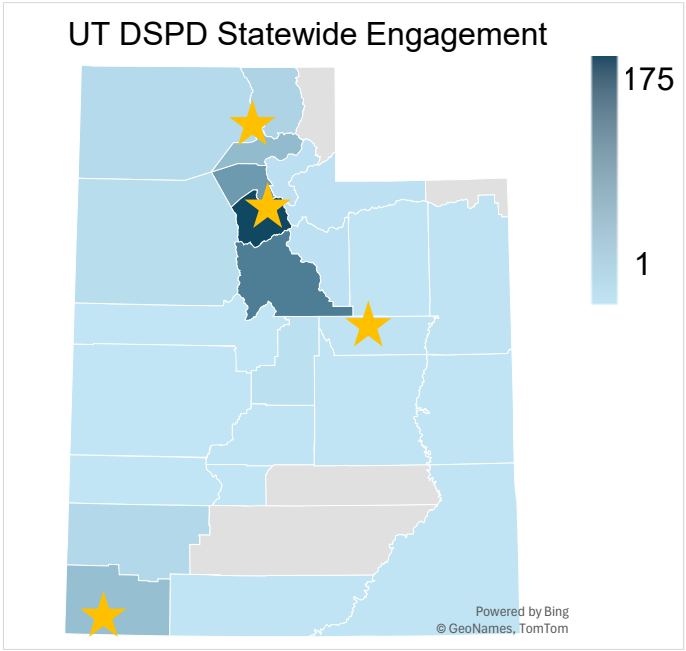
Targeted Deep Dives

- Over 20 focus groups
- DSPD staff, other agencies, advocacy organizations, providers and professionals

Change Area Survey

Statewide Distribution

- ~800 total responses
- 71% Families/individuals with disabilities
  29% Providers/professionals



Map shading represents survey responses by county.
(★) represents location of in-person listening session.

Methodology | Steering Committee Engagement

A 21-member Steering Committee of cross-sector leaders guided the development of Our Roadmap for Quality from discovery through final considerations and supporting strategies.

Roles & Responsibilities

- Guide strategic direction
- Support connections to the community
- Summarize and validate learnings
- Help shape considerations and opportunities
- Strengthen cross-agency coordination and partnership

Member Name	Affiliation
Aimee Langone	Utah State Office of Rehabilitation (USOR), Transition and Supported Employment Coordinator
Amberly Dattilo	Disability Law Center, Staff Attorney
Aubrey Snyder	Institute for Disability Research, Policy & Practice (IDRPP), Program Coordinator
Becky Oakley	Brades' Place, Provider Representative
Corrine Frazier	Envision Quality Supports, Support Coordinator
Dr. Daniela Alvarez	Freedom Preparatory Academy, Director of Special Education
Emily Corbitt	Beyond Advocacy Support Coordination, Support Coordinator
Janalyn Duersch	Ogden School District, Special Education Teacher/Adult Transition Program
Janet Wade	Utah Legislative Coalition for People with Disabilities, Secretary
Jason Bennington	USOR, Employment Support Services Specialist
Jeremy Creager	Abby Lou Services, Provider Representative
Jessica Bulloch	Iron County School District, Secondary Special Education Coordinator & Transition Coordinator
Joey Hannah	Utah Parent Center, Executive Director
Julia Pearce	Utah Center for Assistive Technology, Assistive Technology Specialist
Katrina Cummings	Weber School District, Special Education Teacher
Libby Oseguera	Utah Developmental Disabilities Council (UDDC), Executive Director
Mary Anne Davies	Disability Law Center, Staff Attorney
Matthew Huskinson	Lived experience / IDRPP / UDDC
Selena Harris	TURN Community Services, Director of Employment Services
Shannon Wilkins	Utah Association of Community Services, Provider Representative
Tifani Jeffries	Futures Through Choices, Chief Executive Officer, Provider Representative

Opportunities for Change

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Opportunities for Change | Considerations to Drive Impact Across the Three Focus Areas

Considerations to improve outcomes in **Competitive Integrated Employment, Community Integration Services,** and **safety** for people with disabilities statewide are presented below.

A

Explore Access to Publicly-Funded Services

B

Develop a Statewide Support Network for Individuals & Families

C

Engage the Community as Partners in Disability Integration

D

Leverage Technology to Increase Independence

E

Strengthen Transportation Solutions to Increase Mobility

F

Implement Person-Centered Planning Practices that Drive Meaningful Outcomes

G

Enhance Transparency, Data-Driven Quality Oversight & Improvement

H

Improve Cross-Agency Collaboration with Shared Governance

Project and **change management** provide the **unified framework** necessary to turn these **considerations into results**

Opportunities for Change | A Path Forward (1 of 2)

Considerations to improve outcomes in Competitive Integrated Employment, Community Integration Services, and safety for people with disabilities across Utah each have specific corresponding strategies identified and described.

A



Explore Access to Publicly-Funded Services

- A1 - Explore Opportunities for Federal Funding for Supporting Employment and Community Integration for People on the Waiting List

B



Develop a Statewide Support Network for Individuals & Families

- B1 - Invest in Peer-to-Peer Supports, Information Sharing and Community and Systems Navigation

C



Engage the Community as Partners in Disability Integration

- C1 - Increase Employers as Partners in Employment
- C2 - Coordinate and Publicize Community Events and Resources
- C3 - Expand Disability Awareness and Inclusion Training
- C4- Strengthen Natural Supports and Friendships
- C5 - Expand Community-led Safety Initiatives and Partnerships

D



Leverage Technology to Increase Independence

- D1 - Expand Access to Technology to Strengthen Daily Living

Opportunities for Change | A Path Forward (2 of 2)

Considerations to improve outcomes in Competitive Integrated Employment, community integration, and safety for people with disabilities across Utah each have specific corresponding strategies identified and described.

E — Strengthen Transportation Solutions to Increase Mobility

- E1 - Increase Affordable, Accessible Transportation Options
- E2 - Empower Individual Mobility

G — Enhance Transparency, Data-Driven Quality Oversight & Improvement

- G1 - Develop User-Friendly Public Dashboards or Performance Cards
- G2 - Strengthen Provider Monitoring & Technical Assistance
- G3 - Implement a Quality Oversight Cycle

F — Implement Person-Centered Planning Practices that Drive Meaningful Outcomes

- F1 - Focus Person-Centered Plans on Outcomes. Provide Training Across the System

H — Improve Cross-Agency Collaboration with Shared Governance

- H1 – Develop Data Sharing Agreements, Work Towards Integrated Data Systems

Current State Analysis

Department of Health & Human Services

Change Area | Competitive Integrated Employment (CIE)

Utah values inclusive employment and is invested in partnerships to expand opportunities for people with disabilities.

Utah's Strengths: Build Upon

- Many families have high expectations and goals for employment
- Shared vision across the state agency teams and commitment to partnership
- Families, community organizations, providers and businesses are working in partnership to create employment opportunities
- Customized Employment (CE) is recognized as an effective supported employment approach, and USOR, along with other organizations, provides training resources for Community Rehabilitation Programs (CRPs)
- Pre-Employment Transition Services (Pre-ETS) and post-high school programs are promoting employment readiness
- School to Work teams are promoting collaboration between service coordinators, vocational rehabilitation counselors, and educators
- Partnerships between the Utah Parent Center, USBE, and USOR contributed to the development of accessible resources
- DSPD's Pathways to Employment tool is helping to guide choices, link supports to goals, and inform decisions about employment options—prioritizing routes to Competitive Integrated Employment
- DSPD investing in an employment training/mentoring center to expand resources to providers/families

Change Area | Competitive Integrated Employment (CIE)

Across CIE, there are opportunities to improve employment services via access, education, and support for people with disabilities.

Utah's Challenges: Opportunities for Change
• Improved navigation and coordination between service systems
• Increased access to Supported Employment (SE) and Customized Employment (CE)
• Simplified and seamless transitions between DSPD, USOR, and other employment support systems
• Strengthen transportation access and affordability
• Educate employers to lessen apprehension regarding hiring people with disabilities
• Educate parents about how working impacts benefits eligibility
• Expand flexible employment supports to help people maintain and grow in their jobs
• Reduce high caseload for vocational rehabilitation counselors to limit turnover and lack of consistency in support
• Encourage employment support fading while preserving easy access to as-needed supports
• Coordinate and plan for stronger cross-agency partnerships to address financial resource constraints
• Guide current efforts using data sharing processes centered on coordination and consent

What We Heard | Competitive Integrated Employment (CIE)

Community voices emphasize the need for access to employment supports, family empowerment, and inclusive employer engagement.

Community members were asked: **Do you have any ideas for DSPD on what could improve Competitive Integrated Employment for people with disabilities in Utah?**

"Seek out opportunities that uplift the person seeking employment and will also uplift those they serve."

"Parents need support in how to navigate their child's IEP, life-long learning and employment."

"Reward those who are willing to hire [people with] special needs."

"Highest need is customized employment."

"Competitive employment with organic supports. Working on a crew not isolated to tasks that are preformed alone."

"Make businesses aware that people with disabilities have something to give to their company."

"It seems that there is constant changes and turnover with staff in the job search programs."

"Yes, more adults with disabilities could work, if they had a permanent job coach."

"Educating families about what's possible, empowering families to contact employers directly and/or peer training about how other families have been successful."

Key ***Family or Caregiver*** ***Provider***

(1) Change Area Survey, 2025

What We Found | Competitive Integrated Employment (CIE) (1 of 2)

There are further opportunities to improve access and integration across agencies to improve employment prospects for people with disabilities.

Promoting Access

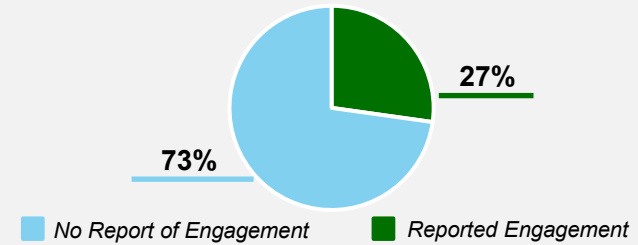
Families identified the following as top barriers[1] to securing Competitive Integrated Employment for their family member with disabilities:

- A lack of job skills and training
- Employers' willingness to hire someone with a disability
- Disability-related needs/supports[1]

Enhancing Interagency Collaboration

About 30% of individuals engaged with USOR (who are eligible/potentially eligible for DSPD services) self-reported DSPD enrollment or being on the DSPD waiting list[2], demonstrating strong opportunities for coordination across agencies including data sharing.

Percent of Individuals Reporting DSPD Engagement



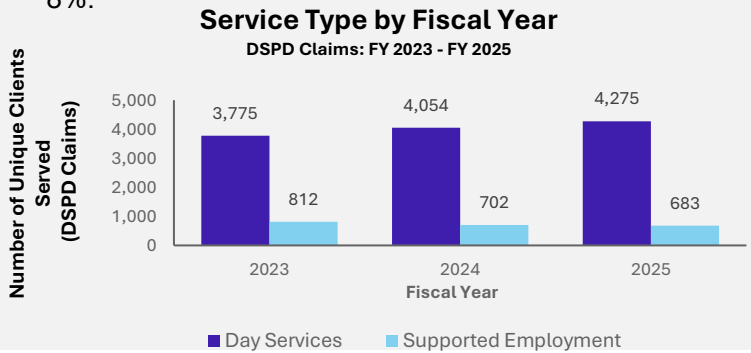
(1) Change Area Survey (2025); (2) USOR Data, DSPD Services, FY25 Plan Date

What We Found | Competitive Integrated Employment (CIE) (2 of 2)

Data indicates that individuals with disabilities are receiving services to help them find CIE, but broadly there is more engagement in Supported Employment and Day Services than Customized Employment.

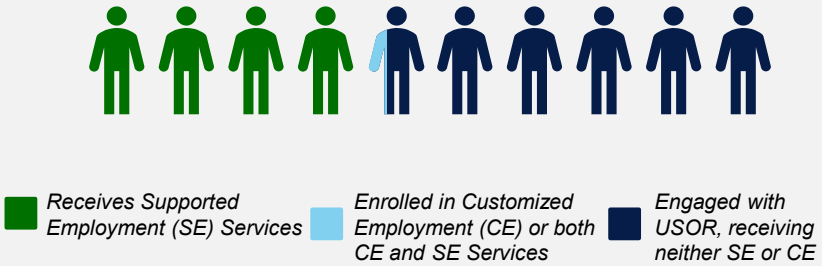
Day and Supported Employment Service Trends

According to available data between 2023 and 2025, the use of waiver day services has increased by 13% whereas supported employment services decreased by 8%.[1]



Supported and Customized Employment Trends

Approximately 40% of people are receiving supported employment while less than 3% of people received customized employment or both customized employment and supported employment.[2]



(1) DSPD DS SE Claims 2025-2023 as of September 16, 2025; (2) USOR Data, Services, FY25 Plan Date

Change Area | Community Integration Services (CIS)

Utah's strong social and spiritual communities support opportunities for community integration and create robust foundations for change.

Utah's Strengths: Build Upon

- Families play a key role in supporting community access and participation
- People are connected through strong spiritual and social communities that foster belonging
- Utah's service-oriented, interdependent communities emphasize meaningful contribution
- Local disability organizations provide trusted supports, recognized resources, and social connection
- Technology and online communities are helping people build and maintain social connections
- Community activities—such as faith-based programs, recreation centers, Special Olympics, and local events—create meaningful inclusion by expanding opportunities for social connection, recreation, learning, and everyday participation
- A strong network of disability-rights and systems-change organizations (e.g., Disability Law Center, UDDC, IDRPP, Independent Living Centers) advances community integration through advocacy, rights enforcement, and cross-disability collaboration
- Providers and local systems are reducing transportation barriers through innovative supports (e.g., scooters, ride-share apps, dedicated drivers) and public options (e.g., paratransit, free bus service), increasing mobility and community participation
- Growing use of technology and remote supports is helping people increase independence and participate more fully in their communities, often reducing reliance on staff support

Change Area | Community Integration Services (CIS)

With current challenges across system navigation, workforce, and social opportunities there are areas where Utah can further invest to support CIS for people with disabilities.

Utah's Challenges: Opportunities for Change
• Improve system navigation and make information easier to find
• Expand inclusive recreational and social opportunities across communities
• Strengthen family networks and promote self-determination
• Reduce HCBS waiver waiting lists and expand community-embedded day service options
• Increase inclusive opportunities after school to support friendships and community participation
• Provide clear, accessible information and guidance so families and individuals can confidently access community resources
• Leverage technology and expand reliable, accessible transportation to support community integration
• Build a stable, well-trained workforce to ensure consistent, high-quality integration supports

What We Heard | Community Integration Services (CIS)

Community voices highlight the need for increased access to information, stronger collaboration, and more inclusive communities.

Community members were asked: **Do you have any ideas for DSPD on what could improve Community Integration Services for people with disabilities?**

"More collaboration between agencies and school districts."

"Train local rec centers and other city programs on inclusion and adaptive activities."

"Community partnerships to create more community-based activities especially for people and families navigating severe disabilities."

"Peer to peer help/training."

"Better understanding of what resources and options that are available...maybe a central resource hub."

"Families need to understand their role much earlier - they need to be empowered to take action, advocate and help plan the path to success."

"Knowledge is key. Communities need to learn more."

"DSPD can enhance community integration through individualized activities, transportation support, training staff, local partnerships…"

"As a provider agency, we need more staffing to be able to meet individuals' requests and needs for community integration services."

Key ***Family or Caregiver*** ***Provider***

(1) Change Area Survey, 2025

What We Found | Community Integration Services (CIS) (1 of 2)

Many individuals value their community connections, and with continued attention to transportation, resources, and staffing, even more people with disabilities can fully participate in community life.

Strong Community Ties

83% of self-advocates report feeling part of their community.[1]



Feels part of the community

Does not feel part of the community

Expanding Community Access

When asked about ideas to improve community integration, the majority of survey[1] respondents identified:

- Access to DSPD services
- Improvements in the community for physical accessibility and sensory awareness
- Better transportation options
- Increased public acceptance and partnerships

(1) National Core Indicators (NCI-I/DD): UT (2023/24)

What We Found | Community Integration Services (CIS) (2 of 2)

Choice and satisfaction allow people with disabilities to live meaningful and connected lives within integrated communities.

Choice in Community Participation

59% of people with disabilities in Utah report they get to go out and do the things they like to do in the community as much as they want to.[1]

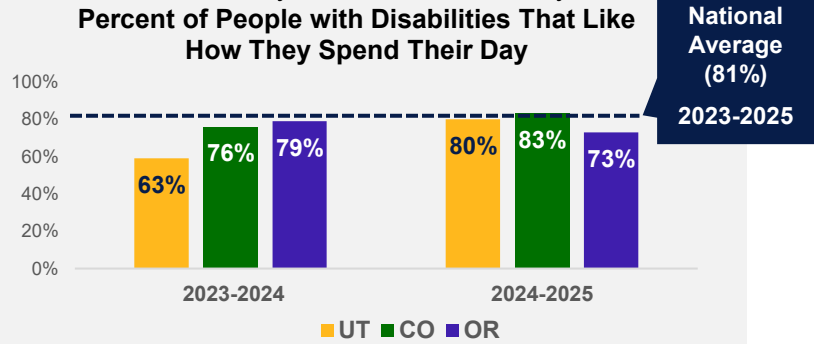


Yes, they report they can do things in the community when they want

No, they report they cannot do things in the community when they want

Life Satisfaction

The percentage of people with disabilities surveyed in Utah reported that they like how they usually spend their day increased by 17% from the National Core Indicators In-Person 2023-24 survey to the 2024-25 survey.[2]



(1) Change Area Survey (2025); (2) National Core Indicators (NCI-I/DD): UT and National Avg (2023/24, 2024/25)

Change Area | Prevention of Abuse, Neglect, Exploitation, and Sexual Violence (ANE/SV)

Utah has invested in training and oversight activities to prevent ANE/SV and help people with disabilities feel safe within their communities.

Utah's Strengths: Build Upon

- Training on healthy relationships is available to people with disabilities through multiple organizations
- Family support is strong and people with disabilities say they feel the safest when they are with families and friends
- Office of Licensing makes it easy for community members to report suspicions of ANE/SV
- The state has established mechanisms for reporting and investigating abuse (e.g., Sexual Abuse Committee, critical incident reporting, etc.).
- Disability organizations (e.g., Utah Parent Center, Utah Developmental Disabilities Council, USU: Institute for Disability Research, Policy & Practice) and some provider agencies have been proactive in abuse prevention training or awareness (e.g., TETONS, teaching self-advocacy skills including how to recognize and report abuse, communicating with individuals who are non-verbal)
- HCBS waivers (e.g., Community Supports and Community Transitions) are designed to help people with disabilities remain in their own homes or other smaller community settings with supported services, rather than large institutional settings
- Organized family and self-advocacy networks (e.g., Utah Parent Center) provide peer-to-peer support and shared knowledge about navigating providers and systems
- All agencies engaged as part of this initiative indicated a willingness in sharing information and collaborating with other agencies

Change Area | Prevention of Abuse, Neglect, Exploitation, and Sexual Violence (ANE/SV)

Existing data and findings suggest an opportunity to scale and expand efforts in support of further ANE/SV prevention.

Utah's Challenges: Opportunities for Change
• Develop a unified, cross-agency ANE/SV information-sharing protocol to streamline data access and reduce fragmentation across multiple systems
• Strengthen oversight and monitoring of HCBS providers—especially new providers— by increasing the frequency, depth, and consistency of early-stage reviews
• Increase the number of cases fully investigated by Adult Protective Services and Child Protective Services or law enforcement by improving referral quality, clarifying roles, and strengthening follow-up procedures with investigative partners
• Implement routine, statewide review of aggregated ANE/SV data to identify trends, patterns, and emerging risks that require system-level action
• Standardize enforcement and accountability mechanisms across providers to prevent persistently underperforming organizations from remaining in the system without corrective action
• Ensure investigations produce clear findings and timely corrective actions by improving investigation protocols, decision-making criteria, and documentation requirements
• Address staffing shortages in licensing, survey, and complaint-response functions to increase the timeliness and frequency of oversight activities; invest in workload management to reduce burnout and high caseloads
• Fully embed person-centered safety practices by consistently including, informing, and supporting individuals with disabilities and families throughout investigations and follow-up, strengthening trust and encouraging reporting

What We Heard | Prevention of Abuse, Neglect, Exploitation, and Sexual Violence (ANE/SV)

Respondents emphasized the need for better training, stronger support systems, active listening, and increased accountability to protect people with disabilities and empower them and their families.

Community members were asked: **Do you have any ideas for DSPD on what could improve prevention of Abuse, Neglect, Exploitation and Sexual Violence for people with disabilities in Utah?**

"More classes for disabled adults, their parents, and their employees - teaching them to recognize abuse and to know what to do when it happens."

"Immediate action from DHHS and DSPD when problems are reported, not just the first time but Every. Single. Time."

"Listen to the disabled person herself/himself."

"Teaching healthy boundaries and personal safety in ways that match each person's communication level would support prevention."

"Teach disabled people and their families what this abuse is and vet the people and check background checks of the people before they are hired as caregivers."

"Continue to encourage reporting, assist families with severe disabilities to better manage the excessive stress of caregiving and protect the vulnerable."

"I would love to see self-advocacy efforts (such as TETONS) expanded across Utah and into schools."

"Awareness, vigilance on the caregivers and overall family members."

"Offer training, pay better wages to people who work with people with disabilities, so they will stay in that line of work."

Key *Family or Caregiver* *Provider*

(1) Change Area Survey, 2025

What We Found | Prevention of Abuse, Neglect, Exploitation, and Sexual Violence (ANE/SV) (1 of 2)

When surveyed, most respondents understand the signs of abuse and know how to report concerns, but many still highlight the need for stronger training and clearer prevention supports; this creates an opportunity to further align existing trainings to prevent ANE/SV.

Identifying Potential Cases

87% of respondents reported being somewhat or very familiar with the signs of ANE/SV in people with disabilities.[1]



- *Feels somewhat or very familiar with signs*
- *Somewhat unfamiliar or unfamiliar with signs*

Methods to Prevent ANE/SV

39% of survey responses cited training and technical assistance as an essential aspect to prevent ANE/SV.[1]



- *Cited training and technical assistance as a prevention strategy*
- *Cited other prevention strategies*

Reporting ANE/SV

72% of respondents indicated knowing how to report suspected ANE/SV if they had concerns.[1]



- *Indicated they know how to report suspected ANE/SV*
- *Indicated they do not know how to report suspected ANE/SV*

(1) Change Area Survey (2025)

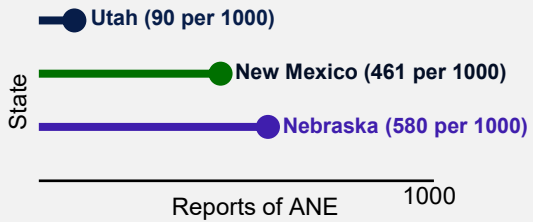
What We Found | Prevention of Abuse, Neglect, Exploitation, and Sexual Violence (ANE/SV) (1 of 2)

There is a 2.5 times higher chance that a person with a disability will be a victim of abuse and other crimes than their non-disabled peers.[1] Comparative data show that Utah reports fewer ANE/SV cases than peer states and physical abuse remains the most frequently identified concern[2], underscoring the ongoing need for training and awareness.

Reports of ANE in HCBS Settings

In 2025, DSPD's HCBS waivers saw 90 ANE/SV reports per 1,000 people, well below Nebraska (580) and New Mexico (461).[2]

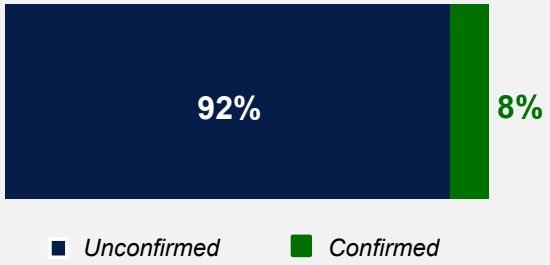
Reports of ANE/SV per 1,000 HCBS Enrollments



Reports ANE/SV at USDC

An average of 18 incidents of ANE are reported each month at the Utah State Developmental Center (USDC). Of these 8% were confirmed.[3]

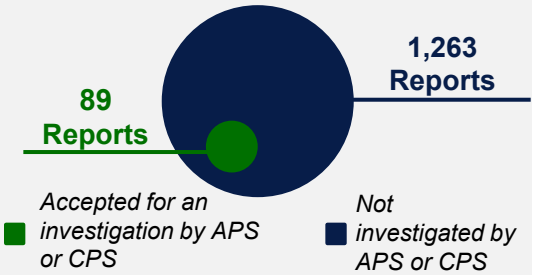
Reported Incidents of ANE/SV at USDC



Reports Investigated by APS/CPS

When injuries of unknown origins were included, there were 1,263 reports of ANE/SV over the past 3 years at USDC. Of these, 7% were accepted for an investigation by APS or CPS.[4]

Reports Accepted for Investigation



Sources: (1) Bureau of Justice Statistics: Crime against persons with disabilities, 2009-2015; (2) DSPD provided SFY25 data on ANE; NE DDD Critical Incident Annual Report (SFY23); NM SFY23 Annual Report; (3) DSPD provided data on ANE, February through September 2025; (4) USDC provided data on ANE, 2022 through 2025.

Cross System Initiatives Driving Progress

Department *of* Health & Human Services

Spotlight | Cross System Initiatives Driving Progress

Summary of Commonly Recognized Program/Partnerships/Projects	State Agency Lead/Partner	Competitive Integrated Employment	Community Integration Services	Prevention of Abuse, Neglect, Exploitation, and Sexual Violence
NCAPPS/SELN: Partnership around person-centered planning	DSPD	X	X	X
SELN: Supporting a Vision for Employment (eLearning)	DSPD	X		
USTEPS: Tracking employment data to increase monitoring of outcomes and opportunities	DSPD	X		
MySTEPS: Provides access for people to view and track their applications, status on the waiting list, and communicate with staff	DSPD			
Statewide Transition Collaborative: Driving interagency coordination to improve postsecondary outcomes	USBE			
Transition Elevated: Web-based app guiding the transition planning process	USBE	X	X	
UT LTSS Research Study: Project to provide recommendations on improving UT's LTSS (HSRI)	DSPD	X	X	X
Provider Rate Study: DSPD waiver service study of provider rates (HMA)	DSPD	X	X	
TETONS: Collaborative education program focused on healthy relationships, sexuality and self-determination	DSPD			X
Supported Work Independence: State funded employment supports (DSPD)	DSPD	X		
School to Work Teams: Collaborative teams supporting youth in transition (support coordinators, VR counselors, educators)	USBE	X	X	
NTACT: C: Technical assistance to improve education and employment outcomes for students with disabilities	USBE	X	X	
ILCS: Community resources for Healthy Relationships, Relationships with DV centers	USOR			X
Employment Pathways Tool: Annual use and alignment with PCP	DSPD	X		
Transition University: Partnership between UPC, USBE and USOR to provide information, resources and tools on transition to adulthood	USBE	X	X	
USOR Data Dashboard: CRP performance and outcomes transparency	USOR	X		

Detailed Considerations & Strategies

Department *of* Health
& Human Services

Slide Guide | Consideration Snapshot

This is a guide to help you read and understand the details on each Consideration Snapshot slide.

Objective

Explains what the consideration aims to achieve and why.

Partners / Potential Partners

Describes who would and could contribute to achieving this goal.

Potential Barriers / Concerns

Describes what could prevent this from happening, or make it more difficult.

Peer State Examples and Resources

Shares examples from other states and other helpful resources.

Slide Guide | Strategy Overview

Shows which consideration this strategy belongs to.

(Z) Example Consideration

This is a guide to help you read and understand the details on each Consideration Snapshot slide.

Vision

Explains what we want to achieve and why it is important.

Focus Areas

- ✓ Competitive Integrated Employment
- ✓ Community Integration Services
- ✓ Prevention of Abuse, Neglect, Exploitation, and Sexual Violence

Shows which areas of change the strategy will focus on.

Proposed Metric(s)

Lists possible ways to track progress.

Summary of Action Steps

Outlines the main steps to consider for reaching the goal.

Projected Duration by Months

0-3	4-6	7-9	10-12	13-15	16-18	19-21	22-24	25-27	28-30
Action Step Example									

Shows about how long each step could take once the strategy begins.

Projected Duration by Months is dependent on several factors, such as intricacy and condition of the dependencies, stakeholder availability for validation and alignment, and other potential factors.

Consideration Snapshot | (A) Explore Access to Publicly-Funded Services

Objective

Strengthen and scale equitable, timely access to publicly-funded supports by reducing waiting lists and administrative barriers, addressing geographic gaps, and ensuring capacity for crisis prevention and safety safeguards.

Partners / Potential Partners

- Utah State Board of Education (USBE)
- Utah State Office of Rehabilitation (USOR)
- Division of Services for People with Disabilities (DSPD)
- Department of Health and Human Services / Medicaid
- Utah Parent Center (UPC)
- 211 Utah
- DSPD Community Service Providers
- USOR Community Rehabilitation Programs (CRP)
- Rate-setting vendor

Potential Barriers / Concerns

- Uncertainty in federal policy and Medicaid funding
- Limited understanding of the benefits of alternative funding models can hinder well-informed funding decisions
- Interagency administrative requirements (“red tape”)
- Families may feel overwhelmed or lack time and capacity to access additional publicly-funded services, even when needed
- Additions should not reduce or reallocate funding from existing services and supports that people already rely on

Peer State Examples and Resources

- CT Employment and Day HCBS Waiver
- CO APSE Benefits Planning Guide
- OK Developmental Disabilities Service, Outcome based employment services

Strategy Overview | (A1) Explore Opportunities for Federal Funding for Supporting Employment and Community Integration for People on the Waiting List

Vision

People with disabilities have access, real choices, and meaningful employment and community supports—delivered at the right time and in the right amount—to achieve employment goals and fully participate in community life.

Focus Areas

- ✓ Competitive Integrated Employment
- ✓ Community Integration Services
- ✓ Prevention of Abuse, Neglect, Exploitation, and Sexual Violence

Proposed Metric(s)

- % of people working at or above their identified goals
- NCI-I/DD measures on satisfaction with community participation

Summary of Action Steps	Projected Duration by Months									
	0-3	4-6	7-9	10-12	13-15	16-18	19-21	22-24	25-27	28-30
Form a cross-agency employment and integration services strategy team	■									
Map current service array	■									
Survey people and families to assess employment and integration needs and interests	■	■								
Explore waiver options to expand access to employment and integration supports		■								
Resource development to expand benefits counseling coordination between DSPD and VR for people on the waiting list		■								
Forecast draft rate projections and fiscal impacts		■								
Draft waiver submission or amendment			■	■						
Assess provider capacity, conduct training and readiness support				■	■					
Develop outcome-based payments for employment services				■	■					
Identify early adopters or pilot and evaluate outcome-based payments						■	■			
Update waiver, policy, regulation and guidance								■	■	■
Launch training and education									■	■

Projected Duration by Months is dependent on several factors, such as intricacy and condition of the dependencies, stakeholder availability for validation and alignment, and other potential factors.

Consideration Snapshot | (B) Develop a Statewide Support Network for Individuals and Families

Objective

Build a more consistent statewide navigation network (information/referral, benefits and employment guidance, transition supports, and crisis assistance) to reduce isolation, support informed choice, and identify safety concerns earlier for people with disabilities.

Partners / Potential Partners

- DSPD
- USOR
- USBE
- Utah Parent Center
- 211 Utah
- Developmental Disabilities Council (DDC)
- DSPD Community Service Providers
- USOR CRPs
- Rate-setting vendor
- Local Educational Agencies (LEAs)

Potential Barriers / Concerns

- Keeping hub information current and accurate
- Sustained hub awareness and routine use
- Existing resources are fragmented and difficult to find or navigate, which can lead to missed supports and duplicative effort
- Differentiating from existing directories and proving added value
- Preventing misinformation, bias, and self-interested influence

Peer State Examples and Resources

- North Carolina Innovations Waiver (Family Navigator)
- South Dakota FS360 Waiver
- Missouri Family to Family
- Institute for Community Inclusion – Facebook Group/Transition Facilitator
- Charting the LifeCourse -- Abuse Awareness and Prevention Guide and Supported Decision-Making Tools

Strategy Overview | (B1) Invest in Peer-to-Peer Supports, Information Sharing and Community and Systems Navigation

Vision

Provide meaningful opportunities to connect with others who have lived experience navigating the disability ecosystem. This strategy envisions a consistent, accessible peer infrastructure (complementing publicly-funded services) where individuals can share practical guidance, build confidence, and reduce isolation. By normalizing connection and mutual support, peer networks become a trusted "first stop" for questions, encouragement, and real-world insight.

Focus Areas

- ✓ Competitive Integrated Employment
- ✓ Community Integration Services
- ✓ Prevention of Abuse, Neglect, Exploitation, and Sexual Violence

Proposed Metric(s)

- NCI metrics on social connection

Summary of Action Steps

Summary of Action Steps	Projected Duration by Months									
	0-3	4-6	7-9	10-12	13-15	16-18	19-21	22-24	25-27	28-30
Explore Medicaid authorities to bring federal match to further fund peer supports, information, referral and navigation, including waiver services like family navigation, peers supports and family training	■									
Review case management requirements to identify where lived experience can be a substitute for educational requirements	■									
Consider a formal relationship with Family to Family to connect people as they enter the waiting list		■								
Explore social media and social groups online for opportunities to improve integration and relationships	■	■	■							
Consider a Direct Support Professional Academy to train people to be Direct Support Professionals (DSPs)			■	■	■	■				
Partner with people with disabilities and families to map incident management, CPS, and APS processes; provide/create tools and resources needed to support prevention and improve reporting	■	■	■	■						
Assess and strengthen self-/family-advocacy and supported decision-making supports			■	■	■					

Projected Duration by Months is dependent on several factors, such as intricacy and condition of the dependencies, stakeholder availability for validation and alignment, and other potential factors.

Consideration Snapshot | (C) Engage the Community as Partners in Disability Integration

Objective

Deepen partnerships with employers, schools, and community organizations to expand inclusive opportunities and natural supports, strengthening Competitive Integrated Employment, belonging, and community-based safety.

Partners / Potential Partners

- DSPD
- USOR
- USBE
- DSPD Community Service Providers
- Sports Teams and Recreation
- Youth Groups
- First Responders
- Neighborhoods
- Schools
- Church Members
- ADA Coordinators
- Chambers of Commerce
- Adaptive, Outdoor Recreational Organizations
- Independent Living Centers (ILCs)
- LEAs

Potential Barriers / Concerns

- Uncertainty in federal policy and Medicaid funding
- Targeted outreach may unintentionally lead to events being perceived as disability-specific, which can reduce broader community participation and limit opportunities for meaningful integration

Peer State Examples and Resources

- Engaging Employers: Partnering for Success
- TN Employment and Community First CHOICES
- Information Brief: Perspective of Employers on Customized Employment
- Community Transportation Association of America: ONE CALL-ONE CLICK
- Maryland: Ethan Saylor Alliance
- Better Encounters: Police and People with I/DD
- Social Health Connector | NWD (virginia.gov)
- Relationship Resource Guide - Values into Action (PA)
- Inclusive Event Calendar | Cuyahoga County Board of Developmental Disabilities

Strategy Overview | (C1) Increase Employers as Partners in Employment

Vision

Align and scale initiatives that engage employers through targeted outreach and education on inclusive hiring, effective accommodations, career advancement pathways, and use incentives (e.g., tax credits, wage subsidies, training supports) to reduce perceived risk and increase participation.

Focus Areas

- ✓ Competitive Integrated Employment
- Community Integration Services
- Prevention of Abuse, Neglect, Exploitation, and Sexual Violence

Proposed Metric(s)

- # of providers achieving competency in customized employment
- # of services provided to employers on hiring people with disabilities

Summary of Action Steps

Summary of Action Steps	Projected Duration by Months									
	0-3	4-6	7-9	10-12	13-15	16-18	19-21	22-24	25-27	28-30
Identify current programs for employment engagement to determine current approaches to support and share resources with employers, what can be leveraged, and where there are gaps	■									
Assess the effectiveness of the Utah Model Employer initiative and seek opportunities for improvement and/ or expansion	■	■								
Expand provider and employer training on customized employment	■	■	■	■						
Engage with existing councils and committees to broaden impact (e.g. Committee on Employment of People with Disabilities)		■	■							
Explore options for a state or federal incentives (e.g., tax credits)			■	■		→	→	→	→	→
Pending funds availability, develop a marketing strategy evidencing successful and evidence-based experiences				■	■					

Projected Duration by Months is dependent on several factors, such as intricacy and condition of the dependencies, stakeholder availability for validation and alignment, and other potential factors.

Strategy Overview | (C2) Coordinate and Publicize Community Events and Resources

Vision

Work with community members as partners in inclusion to promote and share accessible events, resources, and opportunities.

Focus Areas

- ✓ Competitive Integrated Employment
- ✓ Community Integration Services
- ✓ Prevention of Abuse, Neglect, Exploitation, and Sexual Violence

Proposed Metric(s)

- Number of community partners actively engaged
- % of change over time using website analytics such as visitors, views, click rates

Summary of Action Steps

Summary of Action Steps	Projected Duration by Months									
	0-3	4-6	7-9	10-12	13-15	16-18	19-21	22-24	25-27	28-30
Identify and document community events and resources including travel training and adaptive mobility	■									
Stakeholder engagement to refine gap analysis and further understand need		■	■							
Integrate event calendars to increase accessibility to the community			■	■	→	→	→	→	→	→
Explore technology solutions, including use of AI, like Virginia's social health connector and navigation apps/technologies			■	■						
Consider a grant to a statewide community-based organization for the coordination of community calendars, including maintaining links and community outreach to share availability of calendars			■	■	→	→	→	→	→	→
Map travel training resources and explore navigation technologies	■	■								
Develop plain language transportation and mobility resource guides			■	■						

Projected Duration by Months is dependent on several factors, such as intricacy and condition of the dependencies, stakeholder availability for validation and alignment, and other potential factors.

Strategy Overview | (C3) Expand Disability Awareness and Inclusion Training

Vision

Connect and equip public agencies, community groups, and frontline professionals to make everyday places—libraries, parks, recreation centers, senior centers, schools, and emergency services—welcoming and safe for people with disabilities. Through shared learning, practical training, and strong partnerships, ensure meaningful access, reduce stigma, and expand inclusive programs across Utah.

Focus Areas

- Competitive Integrated Employment
- ✓ Community Integration Services
- ✓ Prevention of Abuse, Neglect, Exploitation, and Sexual Violence

Proposed Metric(s)

- # of inclusive programs offered through state agencies
- # of people achieving competency through training

Summary of Action Steps

Summary of Action Steps	Projected Duration by Months									
	0-3	4-6	7-9	10-12	13-15	16-18	19-21	22-24	25-27	28-30
Identify and map key public and community partners	■									
Consider developing an interagency inclusive programming Community of Practice to share learning and expand opportunities meaningful access and programming through public resources		■	→	→	→	→	→	→	→	→
Train state agency partners to increase frontline staff capacity to support meaningful participation at public resources, including safety reporting.					■	■				
Research existing programs, understand readiness and as needed, develop/ modify/ expand trainings for law enforcement and first responders		■	■	■	→	→	→	→	→	→
Research existing training, education, and outreach; understand readiness and develop or update trainings, education and outreach for special education teachers around transition, and others specific to full participation		■	■	■	→	→	→	→	→	→

Projected Duration by Months is dependent on several factors, such as intricacy and condition of the dependencies, stakeholder availability for validation and alignment, and other potential factors.

Strategy Overview | (C4) Strengthen Natural Support Networks and Friendships

Vision

Grow strong, natural support networks and friendships by connecting people with and without disabilities through shared activities and relationships—expanding peer mentorships, buddy systems, and volunteer partnerships, and collaborating across community groups, including aging services, to foster integration and mutual support.

Focus Areas

- ✓ Competitive Integrated Employment
- ✓ Community Integration Services
- ✓ Prevention of Abuse, Neglect, Exploitation, and Sexual Violence

Proposed Metric(s)

- % of change with select NCI-I/DD measures focused on community belonging, participation, relationships, and satisfaction

Summary of Action Steps

Summary of Action Steps	Projected Duration by Months									
	0-3	4-6	7-9	10-12	13-15	16-18	19-21	22-24	25-27	28-30
Map, identify and document existing community resources and supports (e.g. IDRPP community-based instruction)	■	■								
Engage stakeholders to refine gap analysis and identify ways to strengthen supports for those who support people with disabilities			■							
Explore opportunities to partner with existing social and spiritual groups			■							
Provide training and technical assistance for service providers on relationship mapping, community connecting, and how to support people to develop friendships		■	■							
Explore expansion of waiver service options such as integrated community learning across all DSPD waivers			■							
Consider a mini-grant program to seed demonstration projects to strengthen natural support networks and support people to build friendships			■							
Explore use of technology to reflect on connections and discover opportunities to improve social engagement		■	■							
Continue to invest in programs like TETONS and courses provided by IDRPP and the ILCs that help people understand and build skills around healthy relationships			■	→	→	→	→	→	→	→

Projected Duration by Months is dependent on several factors, such as intricacy and condition of the dependencies, stakeholder availability for validation and alignment, and other potential factors.

Strategy Overview | (C5) Expand Community-led Safety Initiatives and Partnerships

Vision

Mobilize community partners—first responders, abuse-prevention organizations, and self-advocates—to prevent abuse and neglect by convening accessible forums, promoting clear reporting pathways, and sustaining a community watch that checks in on vulnerable members, strengthening safety, accountability, and trust.

Focus Areas

- Competitive Integrated Employment
- Community Integration Services
- ✓ Prevention of Abuse, Neglect, Exploitation, and Sexual Violence

Proposed Metric(s)

- Training participation, attendance and distribution by role(s)
- Volume and rate of ANE/SV reports
- % of change specific to the NCI IDD safety measures

Summary of Action Steps	Projected Duration by Months									
	0-3	4-6	7-9	10-12	13-15	16-18	19-21	22-24	25-27	28-30
Evaluate existing and past education and outreach material (including training) specific to ANE/SV	■	■								
Assess distribution of education and outreach material and training enrollment	■	■								
Identify opportunities to increase education and outreach specific to ANE/SV			■	■						
Develop procedures to standardize education and outreach				■						
Expand training on ANE/SV, including healthy relationships - by life stage					■	■	■	→		

Projected Duration by Months is dependent on several factors, such as intricacy and condition of the dependencies, stakeholder availability for validation and alignment, and other potential factors.

Consideration Snapshot | (D) Leverage Technology to Increase Independence

Objective

Broaden access to assistive and enabling technology, with training and safeguards for privacy and consent, to increase communication, independence, socialization and employment outcomes.

Partners / Potential Partners

- DSPD
- USBE
- USOR
- DSPD Community Service Providers
- Utah Center for Assistive Technology (UCAT)
- Institute for Research Policy and Practice (Utah Assistive Technology Program)
- ILCs
- Area Agencies on Aging (AAAs)
- UPC
- LEAs
- AARP
- UDDC

Potential Barriers / Concerns

- Access to funding and approval processes
- Unreliable Wi-Fi/broadband access
- Varying levels of caregiver/family member comfort or tech skills
- Device (e.g., phone) access and charging barriers
- Low prioritization beyond compliance (e.g., “checking the box”)
- Technology availability and support statewide

Peer State Examples and Resources

- Tennessee Enabling Technology
- Charting the LifeCourse Trajectory and Planning Portfolios
- Ohio Department on Developmental Disabilities Technology First
- District of Columbia, Department on Disability Services Tech First Toolkit
- Missouri Developmental Disabilities Technology First Resources

Strategy Overview | (D1) Expand Access to Technology to Strengthen Daily Living

Vision

Integrate technology into person-centered planning and expand system capacity so people with disabilities can discover, try, and use technology to increase independence, self-determination, and social connectedness.

Focus Areas

- ✓ Competitive Integrated Employment
- ✓ Community Integration Services
- ✓ Prevention of Abuse, Neglect, Exploitation, and Sexual Violence

Proposed Metric(s)

- # of IEPs and IPEs with technology assessments
- # of technology assessments with devices acquired to promote goals
- # of referrals for assistive technology

Summary of Action Steps

Summary of Action Steps	Projected Duration by Months									
	0-3	4-6	7-9	10-12	13-15	16-18	19-21	22-24	25-27	28-30
Establish a cross-system technology workgroup	■									
Map current funding pathways, resources and gaps	■									
Develop cross system partnerships to expand access to enabling technology assessments, devices and support	■	■								
Evaluate common person-centered planning practices to identify and incorporate technology supports		■	■							
Review for policy modification or waiver updates				■						
Develop and coordinate statewide training opportunities				■	■					
Incorporate technology screening and referral pathways into initial intake and annual reviews (IEP, ISP, IPE)					■	■				
Create resource hubs and peer and family support resources			■	■						
Monitor adoption, independence, and safety outcomes					■	■				

Projected Duration by Months is dependent on several factors, such as intricacy and condition of the dependencies, stakeholder availability for validation and alignment, and other potential factors.

Consideration Snapshot | (E) Strengthen Transportation Solutions to Increase Mobility

Objective

Expand accessible, reliable transportation (e.g., fixed-route, paratransit, vouchers, and travel training) to improve access to work and community life and reduce isolation-related risks for people with disabilities.

Partners / Potential Partners

- USBE
- USOR
- DSPD
- Utah Transit Authority (UTA)
- Uber / Lyft
- Utah Developmental Disabilities Council (UDDC)
- ILCs
- AAA
- UPC
- Association of Governments
- DSPD Community Service Providers
- LEAs

Potential Barriers / Concerns

- Flex/on-demand boundary limits (e.g., one-mile cutoff)
- Paratransit coverage gaps (limited southern reach)
- Insurance/liability barriers to vehicle and driver sharing
- Family safety and readiness concerns about public transit use
- Rural service scarcity (few options, long distances, low frequency)

Peer State Examples and Resources

- UDDC VIA Feasibility Study, available through UT DDC
- Community Transportation Association of America: ONE CALL-ONE CLICK toolkit
- NJ Transit Access Link
- NH Bureau of Developmental Services, 1915(c) Developmental Disabilities Waiver
- PA ODP Use of Public Transportation Services for Ride Sharing

Strategy Overview | (E1) Increase Affordable, Accessible Transportation Options

Vision

Expand partnerships with transportation agencies and communities to increase accessible transportation options and identify alternatives such as ride sharing, community ride networks, and volunteer driver programs, and mobility vouchers.

Focus Areas

- ✓ Competitive Integrated Employment
- ✓ Community Integration Services
- Prevention of Abuse, Neglect, Exploitation, and Sexual Violence

Proposed Metric(s)

- # of new or expanded transportation resources identified
- NCI Metrics

Summary of Action Steps	Projected Duration by Months									
	0-3	4-6	7-9	10-12	13-15	16-18	19-21	22-24	25-27	28-30
Establish a cross-system transportation workgroup	■									
Map all public and community transportation resources	■									
Identify needs, gaps and priority corridors within public transit	■									
Explore partnerships with other transportation initiatives		■								
Explore ride-share initiatives and funding opportunities		■								
Strengthen informal support networks of support to develop community ride-sharing/family carpool options		■	■							
Assess provider barriers and opportunities for sharing transportation resources		■	■							
Consider resource spaces to coordinate rides/use of shared staff			■							

Projected Duration by Months is dependent on several factors, such as intricacy and condition of the dependencies, stakeholder availability for validation and alignment, and other potential factors.

Strategy Overview | (E2) Empower Individual Mobility

Vision

Increase access to resources, tools, and training supports to help people with disabilities and their families navigate transportation and travel options — enhancing independence, community integration, and safety.

Focus Areas

- ✓ Competitive Integrated Employment
- ✓ Community Integration Services
- Prevention of Abuse, Neglect, Exploitation, and Sexual Violence

Proposed Metric(s)

- (#) of participants participating in travel training programs

Summary of Action Steps	Projected Duration by Months									
	0-3	4-6	7-9	10-12	13-15	16-18	19-21	22-24	25-27	28-30
Establish a cross-system transportation workgroup	■									
Map travel training resources	■									
Define targeted populations and referral pathways	■									
Identify travel training gaps or needs (driver education, simulated/adaptive driving programs)		■								
Explore navigation technologies		■								
Develop plain language resource guides			■							
Explore expansion of transportation ambassador program			■							
Develop intake and mobility assessment tools				■						
Update person-centered planning documents					■					
Develop and coordinate training						■				

Projected Duration by Months is dependent on several factors, such as intricacy and condition of the dependencies, stakeholder availability for validation and alignment, and other potential factors.

Consideration Snapshot | (F) Implement Person-Centered Planning Practices that Drive Meaningful Outcomes

Objective

Promote consistent, high-quality person-centered planning that turns individual goals into supports for Competitive Integrated Employment, community participation, self-determination, and individualized safety protections.

Partners / Potential Partners

- USOR
- UDDC
- USBE
- DSPD
- DSPD Community Service Providers
- Support Coordinators
- DHRM (Division of Human Resource Management)
- LEAs

Potential Barriers / Concerns

- Consistency across person-centered planning may be impacted by differences in funding and program-specific requirements (IEP/IPE)
- Accountability mechanisms may emphasize standardized criteria over what “quality” means to the individual, weakening person-centered practice
- Support coordinator bandwidth constraints (high caseloads/documentation)
- Tools may appear person-centered on paper without meaningfully changing day-to-day practices or improving outcomes

Peer State Examples and Resources

- Integrated Support Star
- Person Centered Planning
- MO APS Training
- PA NWD Partnership
- IN Evaluation Tool

Strategy Overview | (F1) Focus Person-Centered Plans on Outcomes. Provide Training Across the System

Vision

Focus plans on outcomes, not services. Align documentation to clearly connect services to personal outcomes. Train staff to develop meaningful, individualized goals and identify the supports required — or allow providers and families closest to the individual to help shape Person-Centered Plans.

Focus Areas

- ✓ Competitive Integrated Employment
- ✓ Community Integration Services
- ✓ Prevention of Abuse, Neglect, Exploitation, and Sexual Violence

Proposed Metric(s)

- # of people trained with competency scores
- # of plans that score over a threshold on the evaluation rubric

Summary of Action Steps

Summary of Action Steps	Projected Duration by Months									
	0-3	4-6	7-9	10-12	13-15	16-18	19-21	22-24	25-27	28-30
Review and align existing person-centered planning documents, tool, and initiatives (e.g. informed choice)	■	■	■							
Identify training needs and map existing person-centered planning trainings across systems	■	■								
Develop requirements and competencies for person-centered planning	■	■								
Understand where there are existing competencies and gaps for planners across the system	■	■								
Review training and resources for VRCs in serving people with I/DD, and where staffing constraints allows, consider options like leads with expertise in this area and/ or dedicated staffing		■								
Develop and share Person-Centered pre-planning tools			■							
Design, deliver, and continuously improve system-wide person-centered planning training				■	■	■	■	■	→	
Create and continuously improve rubrics and monitoring tools that evaluate and track the use of person-centered planning							■	→		

Projected Duration by Months is dependent on several factors, such as intricacy and condition of the dependencies, stakeholder availability for validation and alignment, and other potential factors.

Consideration Snapshot | (G) Enhance Transparency, Data-Driven Quality Oversight and Improvement

Objective

Strengthen a shared, outcomes-focused measurement and accountability framework that uses standardized key performance indicators (KPIs), transparent reporting, and continuous quality improvement to close disparities by providing timely visibility into incident trends and broader performance outcomes, enabling providers and agencies to analyze results, target technical assistance, and implement corrective actions, improving overall quality of care, and supporting informed choice by individuals and families when selecting providers.

Partners / Potential Partners

- DSPD
- USOR
- USBE
- Support Coordinators
- Office of Licensing
- DSPD Community Service Providers
- Office of Service Review (OSR)
- Institute for Disability Research, Policy & Practice (IDRPP)
- UPC
- UDDC
- LEAs

Potential Barriers / Concerns

- Added documentation may increase burden without improving quality
- Inconsistent understanding of data and metrics, limiting shared interpretation and decision-making
- Complex approval processes and administrative steps
- Incomplete or unreliable data may mislead conclusions
- Lack of consensus from the community on safety risks (reducing willingness to engage; need fact-based, data-informed dialogue)

Peer State Examples and Resources

- Indiana Division of Disability and Rehabilitative Services (DDRS), Quality On-Site Provider Review (QOPR), as a model of provider performance (internal)
- District of Columbia, Report Card Methodology
- Ensuring Beneficiary Health and Safety in Group Homes Through State Implementation of Comprehensive Compliance Oversight
- Developing a Provider Profile

Strategy Overview | (G1) Develop User-Friendly Public Dashboards or Performance Cards

Vision

People with disabilities, families, providers, policymakers, and the public can easily access clear, trustworthy, and understandable information about how providers are performing across CIE, CIS, and ANE/SV.

Focus Areas

- ✓ Competitive Integrated Employment
- ✓ Community Integration Services
- ✓ Prevention of Abuse, Neglect, Exploitation, and Sexual Violence

Proposed Metric(s)

- Access of dashboards and report cards
- Improved performance (as measured by KPIs)

Summary of Action Steps	Projected Duration by Months									
	0-3	4-6	7-9	10-12	13-15	16-18	19-21	22-24	25-27	28-30
Identify existing dashboards and related performance initiatives	■									
Identify existing data metrics from reports, tools and databases	■									
Discover meaningful metrics from self-advocates, families and community partners		■								
Identify gaps between desired and existing metrics			■							
Define, standardize and validate key performance indicators (KPIs)			■							
Develop provider performance dashboards (internal) and report cards (public)				■	■	■				
Establish procedures for use of dashboards and report cards						■				
Establish practice to update dashboards and report cards to maintain transparency							■			

Projected Duration by Months is dependent on several factors, such as intricacy and condition of the dependencies, stakeholder availability for validation and alignment, and other potential factors.

Strategy Overview | (G2) Strengthen Provider Monitoring and Technical Assistance

Vision

People with disabilities and families can count on more consistent quality, safer supports, and better outcomes. Providers that need improvement are held accountable and supported through technical assistance to build capacity and adopt proven practices, leading to stronger employment supports, deeper community integration, and improved safety for the people they serve.

Focus Areas

- ✓ Competitive Integrated Employment
- ✓ Community Integration Services
- ✓ Prevention of Abuse, Neglect, Exploitation, and Sexual Violence

Proposed Metric(s)

- Improved provider performance
- Increased satisfaction (from individuals, families, and providers)

Summary of Action Steps	Projected Duration by Months									
	0-3	4-6	7-9	10-12	13-15	16-18	19-21	22-24	25-27	28-30
Identify providers who would benefit from technical assistance based on compliance and quality	■									
Interview sample of providers to identify challenges and opportunities to support	■									
Assess level of effort and acquire additional DSPD personnel to perform		■	■							
Develop technical assistance material and location to house (e.g., provider library)		■								
Establish process for provider meetings			■		→	→	→	→	→	→
Schedule and initiate provider meetings, providing review and support			■	■	→	→	→	→	→	→
Continue monitoring provider performance through provider dashboards			■	■						

Projected Duration by Months is dependent on several factors, such as intricacy and condition of the dependencies, stakeholder availability for validation and alignment, and other potential factors.

Strategy Overview | (G3) Implement a Quality Oversight Cycle

Vision

When performance is routinely reviewed and quality initiatives are taken, people with disabilities and families receive more reliable services, faster resolution of concerns, and stronger safeguards; creating mechanisms to identify when outcomes slip or potential risks are present. Oversight becomes transparent, predictable, and focused on change areas.

Focus Areas

- ✓ Competitive Integrated Employment
- ✓ Community Integration Services
- ✓ Prevention of Abuse, Neglect, Exploitation, and Sexual Violence

Proposed Metric(s)

- Number of quality initiatives
- Select outcome metrics from initiatives

Summary of Action Steps	Projected Duration by Months									
	0-3	4-6	7-9	10-12	13-15	16-18	19-21	22-24	25-27	28-30
Establish a Quality Improvement Executive Committee (QIEC)	■									
Identify QIEC committee members with interagency representation	■									
Finalize QIEC charter and agenda, to include change topics (i.e.CIE, CIS, and ANE/SV)		■								
Identify metrics for standard reporting and review			■							
Launch standing QIEC meetings, identify and review quality initiatives				■	■	→	→	→	→	→
Consider standing up an Incident Review Committee (IRC) specific to ANE/SV					■	■	■	■	■	

Projected Duration by Months is dependent on several factors, such as intricacy and condition of the dependencies, stakeholder availability for validation and alignment, and other potential factors.

Consideration Snapshot | (H) Improve Cross-Agency Collaboration with Shared Governance

Objective

Enhance cross-agency alignment through shared governance and coordination to better integrate policy, funding, data, and implementation, reducing duplication and improving consistency in pathways and safeguards.

Partners / Potential Partners

- USBE
- DSPD
- USOR
- Utah Developmental Disabilities Council (UDDC)
- Department of Workforce Services (DWS)
- Office of Licensing
- Office of Service Review
- Adult Protective Services
- Child Protective Services
- Local Educational Agencies (LEAs)

Potential Barriers / Concerns

- Interagency coordination challenges (e.g., USOR, DSPD, USBE)
- Misaligned expectations and requirements
- Staff turnover and continuity gaps
- Shifting priorities limiting long-term follow-through
- Privacy and regulatory constraints on data sharing

Peer State Examples and Resources

- Maryland Collaborative Agreement (DD,VR, ED)
- Maryland Way to Work Tool (DD,VR, ED)
- Oregon Cooperative Agreement (DD,VR, ED)
- Pennsylvania Cross Systems Collaborative (DD, VR, ED)
- DC Coordination of DD Case Management and Vocational Rehabilitation
- ACL Governance Checklist (for NWD, but good parallels)

Strategy Overview | (H1) Develop Data Sharing Agreements, Work Towards Integrated Data Systems

Vision

Develop data sharing agreements across agencies, integrate data requirements into provider contracts as necessary, and possibly integrated data systems or dashboards that all relevant agencies can access. For instance, employment outcome data could be shared between USOR and DSPD, or abuse incident data between Adult Protective Services and DSPD.

Focus Areas

- ✓ Competitive Integrated Employment
- ✓ Community Integration Services
- ✓ Prevention of Abuse, Neglect, Exploitation, and Sexual Violence

Proposed Metric(s)

- # of data sharing agreements

Summary of Action Steps	Projected Duration by Months									
	0-3	4-6	7-9	10-12	13-15	16-18	19-21	22-24	25-27	28-30
Establish a governance committee to manage initiative	■									
Identify metrics/information to be shared from other agencies/systems	■	■								
Perform legal, regulatory, and risk assessments			■	■						
Draft, negotiate and finalize data sharing agreement(s)					■					
Design and build integrated system/dashboard or reports for sharing						■	■			
Test and validate data flows to ensure data integrity and security								■		
Establish a policy to govern data sharing								■		
Implement new information sharing practices								■		

Projected Duration by Months is dependent on several factors, such as intricacy and condition of the dependencies, stakeholder availability for validation and alignment, and other potential factors.

Enabling Capabilities | Building a Foundation for Success

Strategies to improve outcomes in Competitive Integrated Employment, Community Integration Services, and safety for people with disabilities statewide will be implemented through Our Roadmap for Quality: Employment, Community, and Safety.

Project Management

- **Prioritize and sequence considerations** to develop a project timeline with milestones
- Select **quick hits** to make early progress
- Establish a **governance** structure
- Develop **workgroups and create charters** that define roles and responsibilities
- Track **project risks and issues**.
- Develop an **escalation path**
- Determine a regular **cadence** for reporting
- Identify and adopt **success metrics** and tracking capabilities

Change Management

- **Define Success**: Share the future state with potential partners and stakeholders
- **Define Impact**: Understand the impact the changes you are making will have on various stakeholders.
- **Develop Plans**: Support readiness, for example providing training and coaching to build new capabilities
- **Define Approach**: Develop a roadmap for prioritized strategies. Do this one at a time, starting with the highest priority

Appendix

Department *of* Health & Human Services

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Acronym Glossary (1 of 2)

Acronym	Definition
ANE/SV	Abuse, Neglect, Exploitation, and Sexual Violence
APS	Adult Protective Services
CE	Customized Employment
CIE	Competitive Integrated Employment
CIS	Community Integration Services
CPS	Child Protective Services
CRP	Community Rehabilitation Program
CtLC	Charting the LifeCourse
DHHS	Utah Department of Health & Human Services
DHRM	Division of Human Resource Management
DSPD	Division of Services for People with Disabilities
DWS	Department of Workforce Services
HCBS	Home and Community-Based Services
IEP	Individualized Education Program
IPE	Individualized Plan for Employment
IRC	Incident Review Committee
KPI	Key Performance Indicator

Acronym Glossary (2 of 2)

Acronym	Definition
MySTEPS	Member portal associated with USTEPS
NCAPPS	National Center on Advancing Person-Centered Practices and Systems
NCI-IDD	National Core Indicators – Intellectual & Developmental Disabilities
NTACT: C	National Technical Assistance Center on Transition: The Collaborative
PCP	Person-Centered Planning
PCSP	Person-Centered Support Plan
Pathways to Employment	Utah employment planning and decision-making tool
Pre-ETS	Pre-Employment Transition Services
QIEC	Quality Improvement Executive Committee
SE	Supported Employment
SELN	State Employment Leadership Network
SWI	Supported Work Independence (state-funded employment supports)
TETONS	Teaching, Empowering & Training on Navigating Sexuality and Healthy Relationships Course
USBE	Utah State Board of Education
USDC	Utah State Developmental Center
USOR	Utah State Office of Rehabilitation
USTEPS	Utah System for Tracking Eligibility, Planning and Services

Current-State Analysis | Promising Practices Approach (CIE/CIS)

To inform Our Roadmap for Quality, A&M identified states that demonstrate effective strategies and promising practice approaches to Competitive Integrated Employment and Community Integration Services.

Purpose: To identify states, potentially including peer states, that have:

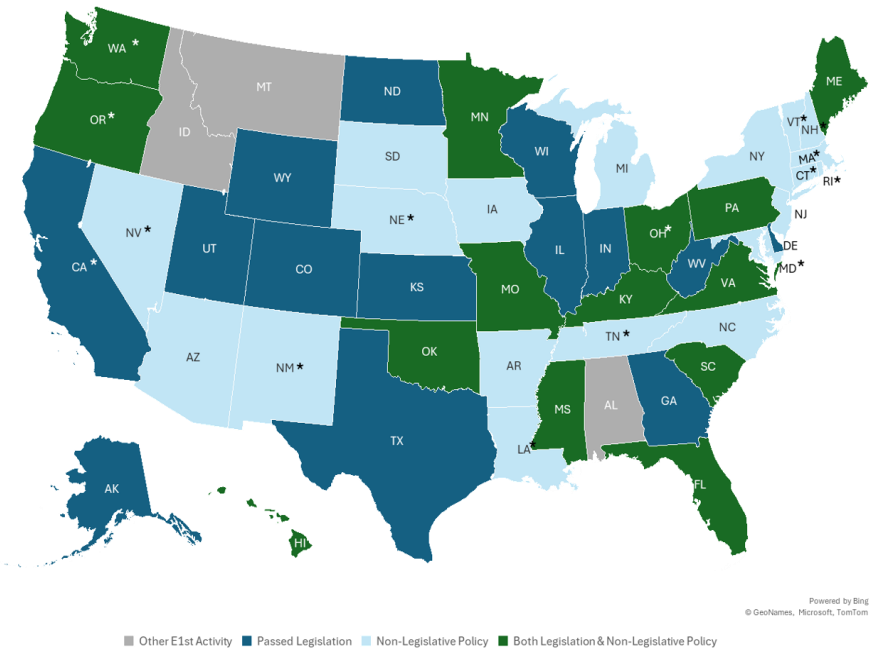
- Developed innovative initiatives related to the DSPD and partners change areas
- Leveraged partner and state resources to create sustainability
- Collaborated cross-agency and with community partners to develop innovative approaches to achieve outcomes

Key Data Sources

- National Core Indicators
- RSA 911 Report
- Think Work National Report on Employment Services and Outcomes
- U.S. Census Bureau

National Initiatives and Collaboratives

- NEON Grant
- Employment First
- NTACT: C
- Charting the LifeCourse
- State Employment Leadership Network (SELN)



Current-State Analysis | Promising Practices Approach (ANE/SV)

To inform Our Roadmap for Quality, A&M identified National Practices and Promising Practice States that demonstrate effective strategies and approaches for the prevention of Abuse, Neglect, Exploitation, and Sexual Violence.

Purpose: To identify states, potentially including peer states, that have:

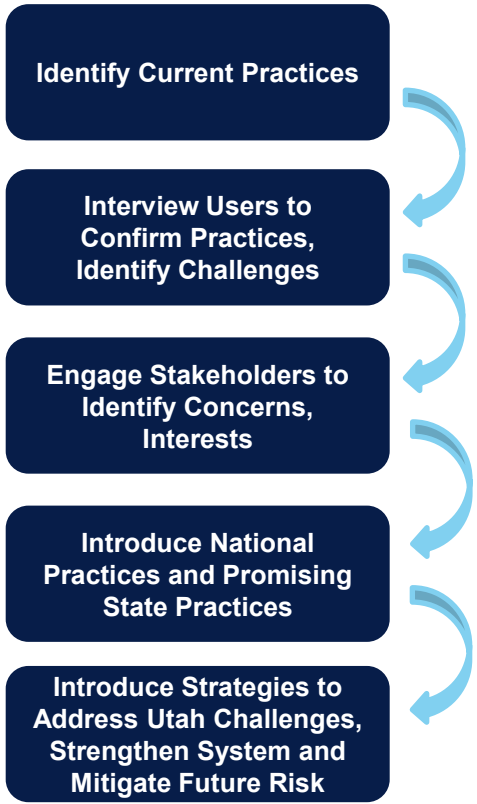
- Developed innovative initiatives related to the DSPD and partners change areas
- Leveraged partner and state resources to create sustainability
- Collaborated cross-agency and with community partners to develop innovative approaches to achieve outcomes, including APS and CPS

Key Data Sources

- DSPD HCBS Incident Reporting Data (6-months)
- DSPD USDC Incident Reporting Data (3-years; 6-months)
- Bureau of Justice Statistics, Including the National Crime Victimization Survey (NCVS)
- National Child Abuse and Neglect Data System (NCANDS)
- State-Level Protection and Advocacy (P&A) Systems, Including Utah
- National Incident-Based Reporting System

National Initiatives and Collaboratives

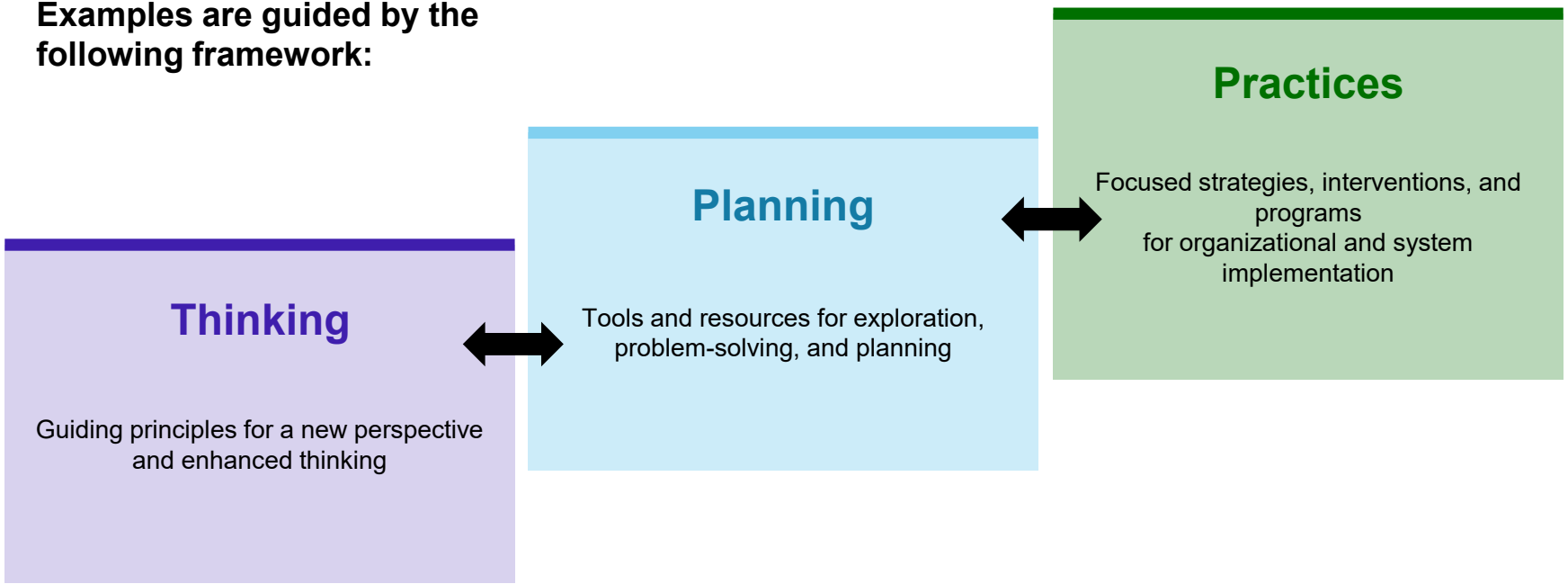
- 2018 Joint Report by the Federal Health and Human Services, Office of Inspector General, Administration for Community Living, Office of Civil Rights
- NACDD: Special Publication: Addressing Sexual Violence & Neglect
- CMS (2023): Critical Incident Management Assessment
- CMS National Overview of Incident Management Systems (Part 1, Part 2, and Part 3)
- CMS: Incident Management 101
- CMS: Final Access Rule



Person-Centered Planning | Charting the Life Course Approach

To identify success stories, the team used a Charting the Life Course Approach including: thinking, planning, and practices.

Examples are guided by the following framework:



Leading Practices | Resource Guide

(A) Expand Access to Publicly-Funded Services

- CT Employment and Day HCBS Waiver
- CO APSE Benefits Planning Guide
- OK Developmental Disabilities Service, Outcome based employment services

(B) Develop a Statewide Support Network for Individuals & Families

- North Carolina Innovations Waiver (Family Navigator)
- South Dakota FS360 Waiver
- Missouri Family to Family
- Institute for Community Inclusion – Facebook Group/Transition Facilitator
- Charting the LifeCourse -- Abuse Awareness and Prevention Guide and Supported Decision-Making Tools

(C) Engage the Community as Partners in Disability Integration –

- Engaging Employers: Partnering for Success
- TN Employment and Community First CHOICES
- Information Brief: Perspective of Employers on Customized Employment
- Community Transportation Association of America: ONE CALL-ONE CLICK toolkit
- Maryland: Ethan Saylor Alliance
- Better Encounters: Police and People with I/DD
- Social Health Connector | NWD (virginia.gov)
- Relationship Resource Guide - Values into Action
- Inclusive Event Calendar | Cuyahoga County Board of Developmental Disabilities

(D) Leverage Technology to Increase Independence

- Tennessee Enabling Technology
- Charting the LifeCourse Trajectory and Planning Portfolios
- Ohio Department on Developmental Disabilities Technology First
- District of Columbia, Department on Disability Services Tech First Toolkit
- Missouri Developmental Disabilities Technology First Resources

(E) Strengthen Transportation Solutions to Increase Mobility

- UDDC VIA Feasibility Study, available from UDDC
- Community Transportation Association of America: ONE CALL-ONE CLICK toolkit
- NJ Transit Access Link
- NH Bureau of Developmental Services, 1915(c) Developmental Disabilities Waiver
- PA ODP Use of Public Transportation Services for Ride Sharing

(F) Implement Person-Centered Planning Practices that Drive Meaningful Outcomes

- Integrated Support Star
- Person Centered Planning
- MO APS Training
- PA NWD Partnership
- IN Evaluation Tool

(G) Enhance Transparency, Data-Driven Quality Oversight & Improvement

- Indiana Division of Disability and Rehabilitative Services (DDRS), Quality On-Site Provider Review (QOPR), as a model of provider performance (internal)
- District of Columbia, Report Card Methodology
- Ensuring Beneficiary Health and Safety in Group Homes Through State Implementation of Comprehensive Compliance Oversight
- Developing a Provider Profile

(H) Improve Cross-Agency Collaboration with Shared Governance

- Maryland Collaborative Agreement (DD,VR, ED)
- Maryland Way to Work Tool (DD,VR, ED)
- Oregon Cooperative Agreement (DD,VR, ED)
- Pennsylvania Cross Systems Collaborative (DD, VR, ED)
- DC Coordination of DD Case Management and Vocational Rehabilitation
- ACL Governance Checklist (for NWD, but good parallels)

Considerations to Drive Impact Across the Three Focus Areas

Considerations to improve outcomes in **Competitive Integrated Employment, Community Integration Services,** and **safety** for people with disabilities statewide.

A

Explore Access to Publicly-Funded Services

B

Develop a Statewide Support Network for Individuals & Families

C

Engage the Community as Partners in Disability Integration

D

Leverage Technology to Increase Independence

E

Strengthen Transportation Solutions to Increase Mobility

F

Implement Person-Centered Planning Practices that Drive Meaningful Outcomes

G

Enhance Transparency, Data-Driven Quality Oversight & Improvement

H

Improve Cross-Agency Collaboration with Shared Governance

Flexible waiver design and benefits planning support opportunities for competitive integrated employment.

A1 - Explore Opportunities for Federal Funding for Supporting Employment and Community Integration for People on the Waiting List

CONNECTICUT
Developmental Services

The **Employment and Day Support (EDS) Waiver** is designed to support individuals who live with family or in their own homes and have a strong natural support system… who require career development, supported employment or community-based day supports, respite, and/or behavioral supports to remain in their own home or their family home.

Family Support Services: Respite Care

Vocational and Day Services: Adult Day Health, Individual and Group Supported Employment, Community-Based Day Support Options and Individualized Day Support

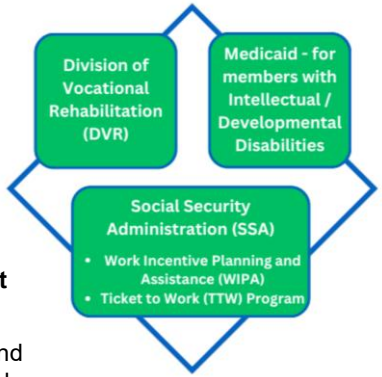
Specialized Support Services: Behavior Support Services, Specialized Medical Equipment and Supplies, Interpreters, Transportation, Independent Support Broker, Individual Good and Services, Assistive Technology and Peer Support

COLORADO APSE
Employment First
Employment for All

The **Colorado Association of People Supporting Employment First (APSE) provides thorough benefits planning**.

Benefits Planners can empower beneficiaries of public benefits to make **informed decisions around work, income and benefits**. This guide was created to **increase awareness regarding Benefit Planning services and to connect people with Benefit Planners**.

Each of the programs (see right) fund Benefits Planning services for eligible individuals.



Source: (1) CT Employment and Day HCBS Waiver (2) CO APSE Benefits Planning Guide

B

Develop a Statewide Support Network for Individuals & Families

Practice Examples

Several states, including Utah, have initiatives to increase support networks for individual and families. Two strategies to fund and manage these include HCBS Waivers (similar to North Carolina) and use of advocacy organizations, such as Family to Family (Missouri).

B1 - Invest in Peer-to-Peer supports, Information Sharing and Community and Systems Navigation

NCDHHS
NC Medicaid
Division of Health Benefits

NC Innovations Waiver Services provides home and community-based support for people with disabilities. The **waiver supports and funds the following which help build further support networks**:

- **Caregiver support with Natural Supports Education** for family and friends to help educate those close to the person with disabilities
- **Community Networking** to help connect people with disabilities to the integrate into their communities[1]

Missouri family to family

The **Missouri Family to Family Program focuses on**:

1. Support
2. Empowerment
3. Engagement

A **free statewide resource center** staffed by **experts with lived experience** that provide tools, resources, training, and **peer support**

This **program is driven by Person-Centered Planning pillars** from Charting the LifeCourse.[2]

Source: (1) North Carolina Innovations Waiver (Family Navigator) (2) Missouri Family to Family

Engage the Community as Partners in Disability Integration

Practice Examples

Having current event calendars published and accessible to people with and without disabilities can help build successful engagement. Increasing disability awareness can assist people to integrate within their communities while maintaining their safety and awareness.

C2 - Coordinate and Publicize Community Events and Resources

CUYAHOGA COUNTY Board of Developmental Disabilities

Inclusive Event Calendar: Sample of March 2026 Event calendar provides an aggregated resource for community events[1]



C3 - Expand Disability Awareness and Inclusion Training

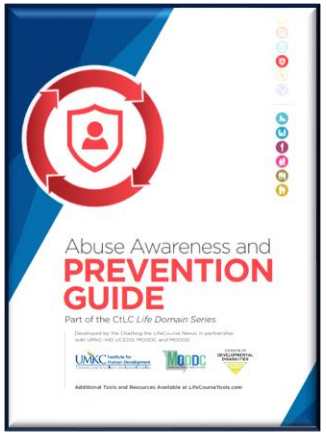
MODDC Missouri Developmental Disabilities Council

Missouri Department of MENTAL HEALTH

The Missouri Developmental Disabilities Council and the Department of Mental Health partnered with Charting the LifeCourse to create the **Abuse Awareness and Prevention Guide**, designed for self-advocates, families, and professionals who support them.

The purpose of this guide is to provide:

- Information on what abuse is, signs of abuse, and what to do
- Tools for thinking and planning about how to stay safe
- Additional resources for seeking help and support[2]



 Source: (1) Cuyahoga County Event Calendar (2) CtLC Abuse Awareness and Prevention Guide

Engage the Community as Partners in Disability Integration

Practice Examples

Expanding a person's network can lead to increased opportunities for a person to fully participate within the community. Increase training and disability awareness can also better prepare first responders to have successful interactions with people with disabilities.

C4- Strengthen Natural Supports and Friendships

TRUE FRIENDSHIPS
FRIENDSHIP IS FOR EVERYONE!

Values Into Action PA was awarded the Authentic Friendship grant by the PA Developmental Disabilities Council. They call this the "**True Friendship Project**."

How to Make Friends: Sample Guides and Tips:

- How to Use Social Media to Keep Relationships Going
- Guide to Making Friendships with Supportive People
- Social Strategies for Building Adult Friendships
- 20 Simple Ways to Make Friends as an Adult
- Friends: Connecting People with Disabilities and Community Members
- Widening the Circle: Expanding Opportunities for Friendship
- Conversations About Interpersonal Safety[1]

C5 - Expand Community-led Safety Initiatives and Partnerships

NHTSA
NATIONAL HIGHWAY TRAFFIC SAFETY ADMINISTRATION

NCPI
NATIONAL CENTER FOR POLICING INNOVATION

The National Center for Policing Innovation and the National Highway Developed an **online training to help law enforcement recognize and effectively interact with people with disabilities**.

Some of the learning objectives include:

- Discern the most likely contexts for encounters between police and people with I/DD
- Distinguish behaviors that indicate possible I/DD
- Identify signs that a person with I/DD may also have a mental health condition
- Recognize the function of appropriate communications to improving encounters with people who have I/DD (e.g. strategies to reduce stress)[2]

Sources: (1) Values into Action (2) Better Encounters: Police and People with I/DD

Expanding access to secure, accessible technology broadens social networks, build connections, opens employment pathways and supports greater independence and autonomy.

D1 – Expand Access to Technology to Strengthen Daily Living

TN Department of Disability & Aging

The TN Department Disability & Aging (DDA) provides extensive resources for people with disabilities to access innovative technology through their **Enabling Technology Program (ET).**

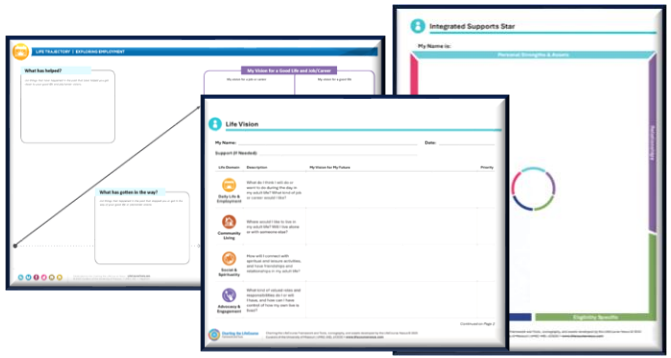
ET is available if a person already enrolled in 1915(c) waivers, Employment and Community First (ECF) CHOICES, or CHOICES long-term services and supports programs.

ET includes:

- Person-centered planning for technology use, support, and impact
- Training resources for providers, people with disabilities, and providers[1]

LifeCourse Nexus
Training and Technical Assistance Center

Leverage Charting the LifeCourse (CtLC) Foundational Tools to **Facilitate Planning and Community Participation**



Sources: (1) Tennessee Enabling Technology (2) CtLC Trajectory Planning

Strengthen Transportation Solutions to Increase Mobility

Practice Examples

Expand accessible, reliable transportation to empower individual mobility and ensure safe, on-time access to work, school, and community life—enhancing quality of life and social connectedness.

E1 - Increase Affordable, Accessible Transportation Options

The Office of Disability Employment Policy and US Department of Labor developed the One-Call One-Click Toolkit. The **Toolkit provides resources for communities interested in exploring localized one call or one click services for transportation.** The Toolkit provides resources for customized approaches to expanded and accessible transit options.

The toolkit includes:

- A guide for beginning one call-one click transportation services
- Results from a survey of existing one-call services
- Advice from the one-call services field
- Local profiles and videos
- Factsheets, a glossary, and links to more information[1]

E2 - Empower Individual Mobility

The Pennsylvania Department of Human Services ODP **allows for ridesharing to be reimbursed as a transportation service.**

Reimbursable rideshare options expand independence for people with disabilities by:

- Reducing reliance on others for transportation
- Expanding access to areas not served by traditional public transit
- Increasing reliability and efficiency when traveling
- Providing greater autonomy and choice in how and when to travel
- Enabling people to operate on their own schedules

Sources: (1) CTAA: ONE CALL-ONE CLICK Toolkit (2) PA ODP Use of Public Transportation Services for Ride Sharing

Implement Person-Centered Planning Practices that Drive Meaningful Outcomes

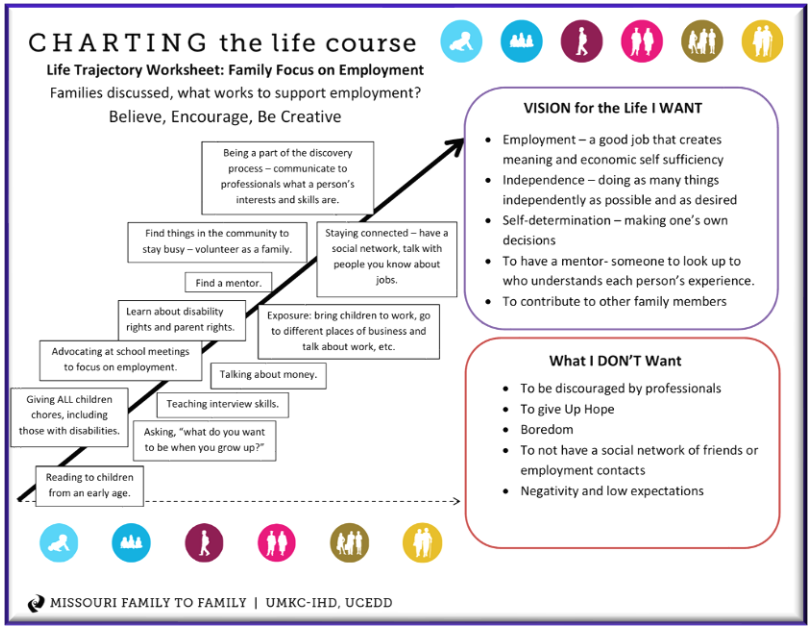
Practice Examples

Use Charting the LifeCourse (CtLC) tools to strengthen and guide person-centered planning practices, such as the Life Trajectory worksheet, which can help set and track employment goals.

F1 - Focus Person-Centered Plans on Outcomes. Provide Training Across the System

The Washington, D.C. department on Disability Services (DDS) provides a **Person-Centered Employment Trajectory model inspired by self advocate feedback.**

Supports and frameworks **help develop longer term plans that help both people with disabilities and their support systems reach their goals.**



Sources: (1) DC DDS Employment Trajectory

Enhance Transparency, Data-Driven Quality Oversight & Improvement

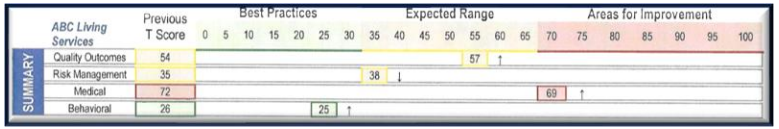
Practice Examples

Strong monitoring, technical assistance, and transparent, data-driven oversight improve service consistency, safety, and reliability for people and families.

G1 - Develop User-Friendly Public Dashboards or Performance Cards

The **Provider Report Card (PRC) is an initiative of the Developmental Disabilities Administration (DDA)** that began in August 2012. The **PRC provides cumulative performance data to providers** and **identifies opportunities and challenges to providing high quality services** to people with disabilities in the District.

DC's Provider Report Cards include **performance indicators related to issues, incidents, and sanctions**.[1]

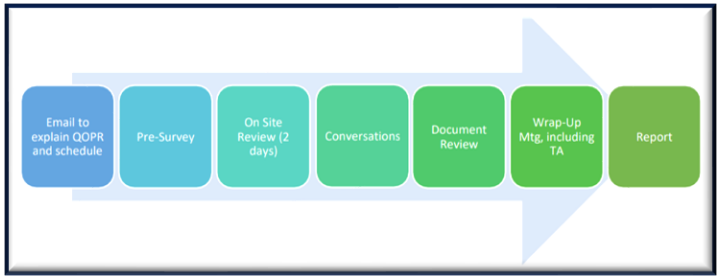


Anonymous State Profile (Example)

G2 - Strengthen Provider Monitoring & Technical Assistance

Under the Indiana Family and Social Services Administration, the **Bureau for Disabilities service provides in depth Quality On-Site Provider Reviews (QOPR)**. These reviews allow for improved oversight.[2]

The assessments following the framework below:



Sources: (1) District of Columbia, Report Card Methodology (2) Indiana Division of Disability and Rehabilitative Services (DDRS) Quality On-Site Provider Review (QOPR)

H

Improve Cross-Agency Collaboration with Shared Governance

Practice Examples

Maryland and Oregon show that coordinated data sharing delivers clearer visibility into who is served, how services are delivered, and resulting outcomes and opportunities.

D1 – Expand Access to Technology to Strengthen Daily Living

Maryland

Using support from the **National Technical Assistance Center on Transition (NTACT)**, the following agencies collaborated to enhance coordination and improve **transition services for students and youth with disabilities:**

- Maryland Department of Disabilities (MDOD),
- Maryland State Department of Education (MSDE)
- Maryland Department of Health (MDH)
- Maryland Department of Labor (Labor)

Maryland agencies specifically aimed to:

- Increase rates of employment
- Grow interest in postsecondary education
- Improve community outcomes

COMMISSION FOR THE BLIND
BLINDNESS WITHOUT BARRIERS

OREGON DEPARTMENT OF EDUCATION

OREGON DEPARTMENT OF Human Services

Collaboration among:

- Oregon Department of Education (ODE)
- Vocational Rehabilitation (VR) program
- Oregon Commission for the Blind (OCB)
- Office of Developmental Disabilities Services(ODD)

Agencies collaborated with specific goals in mind, including:

- Providing seamless, coordinated transition services
- Delivering Pre-Employment Transition Services
- Aligning IEPs, IPEs, and ISPs to support student goals
- Maintaining existing data-sharing and confidentiality agreements
- Promoting Competitive Integrated Employment

Sources: (1) Maryland NTACT Collaboration (2) Oregon Cooperative Agreement