

Diversity, Equity & Inclusion

SRC's Five-Year Roadmap to Practice and Advance Diversity, Equity, Inclusion (DEI): 2021-2025

PREPARED BY HEALTH MANAGEMENT ASSOCIATES (HMA), IN PARTNERSHIP
WITH HMA'S INDEPENDENT LIVING AND EQUITY ADVISORY BOARD

DECEMBER 16, 2021



Meeting Objectives

1. To demonstrate equity in practice
2. To present the SRC's Five-Year Roadmap for DEI (2021-2025)
3. To engage in a discussion about the roadmap
4. To commit to implementing the roadmap

Agenda

1. Section 1. DEI In Practice and In Action

- a. Why Race Must Be Prioritized, Doris Tolliver
- b. Vision and Mission (SRC member engagement)

2. Section 2. The SRC DEI Five-Year Roadmap

- a. The Final Report, presented by Ellen Breslin
- b. SRC DEI Roadmap, Five Goals
 - i. SRC Member Goals (2 Goals), presented by Uma Ahluwalia
 - ii. VR Consumer Goals (3 Goals), presented by Taciana Ribeiro-Saab and Cecilia Nunez

3. Section 3. SRC Member Survey

- a. SRC Survey: Why the Survey Matters, presented by Cheryl Scott
- b. “Stop the Clock” for 5 minutes, survey facilitated by Raisa Alam

4. Section 4. SRC Talkback/Discussion, facilitated by Doris Tolliver

Section 1. DEI In Practice and In Action

TIME: 20 MINUTES

Prioritizing DEI: Why Race Must Be Prioritized

1. Race, like no other characteristic, has been baked into our government and systems and has resulted in deep and persistent inequities across identities.
2. Leading with race and understanding the ways in which systemic and institutional inequities are perpetuated provides a framework that can be applied to other forms of oppression.
3. Discussions about group oppression (gender, ability, sexuality) often leave out the compounding impact of the intersection of race and other identities.

SRC's Vision and Mission

Vision

Ensuring that all individuals with disabilities are supported to live their best lives, through consumer-driven, meaningful, competitive and integrated employment and sustainable careers.

Mission

The Massachusetts State Rehabilitation Council (SRC) is a diverse, inclusive, and equitable advisory body that is committed to promoting competitive and sustainable employment for all people with disabilities, including those marginalized by inequalities.

Section 2. SRC's DEI Five-Year Roadmap

TIME: 40 MINUTES

The Final Report Structure: Three Components

1. Five-Year Roadmap: The roadmap presents a strategic plan for infusing DEI into the SRC. The roadmap outlines 5 SRC DEI goals and includes the major steps needed to reach the goal.
2. Dashboard: The dashboard provides an at-a-glance view of the key performance indicators (KPI) relevant each SRC DEI goal. The dashboard may also be called a progress report.
3. Toolkit: The toolkit shares a menu of resources including articles, trainings and strategies for infusing DEI into the SRC.

Presentation of the Five Goals

To be covered today (and in the final report to the SRC):

1. The goal – there are 5 goals
2. The DEI intention behind each goal
3. The objectives of the goal
4. The strategies that the SRC can use to achieve the goal

To be covered in the final report to the SRC:

1. The data needed to measure and monitor progress
2. The timeline for achieving the goal
3. The resources needed to implement the goal

The Five Goals

SRC Members

1. To identify, attract and retain a diverse SRC membership to reflect BIPOC communities and diverse disability types.
2. To foster a climate of equity and shared opportunity within the SRC.

VR Consumers

3. To ensure equitable statewide access to VR services across BIPOC communities and disability communities.
4. To increase SRC community engagement to deepen its understanding of consumers' needs and SRC mission.
5. To improve the effectiveness of MRC VR programs for VR consumers across gender, race, ethnicity, language, disability type, and geography.

Goal 1: Establish Diverse Membership

To identify, attract and retain a diverse SRC membership to reflect BIPOC communities and diverse disability types.

DEI Intention: To establish a more diverse SRC.

Objectives:

- Objective 1. Recruit three new BIPOC persons with diverse disabilities to the SRC.
- Objective 2. Recruit at least two persons who receive or have received VR services to the SRC.
- Objective 3. Recruit at least one person who is an owner of a small business to the SRC.

Strategies:

- Identify and attend three SRC recruitment events facilitated by and hosted in BIPOC communities to identify potential SRC candidates.
- Collaborate with community organizations such as Independent Living Centers (ILCs) to identify potential SRC candidates.
- Partner with MRC to create and launch a targeted advertisement campaign encouraging Vocational Rehabilitation Counselors (VRCs) to identify potential SRC candidates.
- Submit three names to the Massachusetts Boards and Commissions office for consideration and track progress in securing approval of these appointments.

Goal 2: Build Equity in the SRC Climate

To foster a climate of equity and shared opportunity within the SRC.

DEI Intention: To create an SRC that fosters SRC member engagement.

Objectives:

- Objective 1: Start each SRC meeting with a discussion centered around equity.
- Objective 2: Create a new SRC meeting format to implement a modified version of Roberts Rules putting equity at the center of SRC discussions.
- Objective 3: Adopt two new processes to foster greater inclusion of members at SRC meetings.
- Objective 4: Adopt a new SRC member orientation infused with DEI.
- Objective 5: Offer year-round training opportunities for SRC members and MRC staff.

Strategies:

- Phase objectives in over three years.
- Add a DEI topic relevant to the SRC to the start of each SRC meeting agenda.
- Establish a “round-robin” agenda item to collect member input at every SRC meeting.
- Create trainings for new SRC members and existing SRC members.
- Require all SRC members to attend at least 3 hours of trainings during the year.
- Develop and administer a self-assessment tool administered at the start and end of the year with goals for member to achieve a 10 percent increase in documented knowledge between surveys.
- Provide a subject matter expert (SME) at all SRC meetings to respond to SRC needs.

Goal 3. Address Statewide Access to VR Services

To ensure equitable statewide access to VR services across BIPOC communities and disability communities.

DEI Intention: To ensure equitable access to VR services.

Objectives:

- Objective 1: Increase MRC-approved SRC recommendations to support VR consumer policies.
- Objective 2: Increase MRC-annually provided resources to the SRC.
- Objective 3. Identify VR consumer service gaps by BIPOC status, disability type and geography and recommend enhancements to close those gaps.

Strategies:

- Track SRC recommendations and MRC-approved SRC recommendations.
- Track SRC resource requests and final budget award to support SRC.
- Report VR service gaps by BIPOC status, disability type, and geography.
- Recommend three VR consumer service enhancements to address VR service gaps identified by BIPOC status, disability type, and geography.

Goal 4. Engage with the Community

To increase SRC community engagement to deepen its understanding of consumers' needs and SRC mission.

DEI Intention: To build stronger relationships with consumers, and their family members, as appropriate, as well as with employers, and advocates to improve access for all persons across the Commonwealth.

Objectives:

- Objective 1. Co-host three community forums with MRC to collect consumer and employer input on VR service use and access and hear consumer-proposed strategies to improve VR services.
- Objective 2. Act upon information collected by consumers, employers, and advocacy voices at community forums.

Strategies:

- Identify locations for community forums based on consumer service gaps by BIPOC status, disability type and geography.
- Hold community forums at convenient times for consumers, families and employers to attend.
- Publicize community forums by partnering with community organizations, disability advocacy organizations, and other organizations.
- Identify action steps to take based on information collected at community forums.

Goal 5. Advance Employment Equity

To improve the effectiveness of MRC VR programs for VR consumers across gender, race, ethnicity, language, disability type, and geography.

DEI Intention: To increase successful employment outcomes across all VR consumers.

Objectives:

- Objective 1. Assess effectiveness of various job placement services by analyzing data on VR consumers.
- Objective 2. Increase successful employment outcomes by investing in promising practices.

Strategies:

- Track VR employment data on placement, retention and career progression including data on VR placements and employment 6 months post placements
- Make two recommendations to MRC each year to enhance employment outcomes to close VR service gaps.

Other Dimensions: Data, Timeline, and Resources

Implementing this roadmap requires:

1. Data, including data from MRC
2. Timeline, including clear expectations about what is to be accomplished each year
3. Resources, including a staff position dedicated to the roadmap and in-kind MRC support, and clarity around who is doing what

Note:

HMA will outline these important dimensions of the roadmap in the final report.

The length of this meeting does not provide enough time to cover all dimensions of the roadmap.

Section 3. SRC Member Survey

TIME: 15 MINUTES

SRC's First-Ever Survey

1. To advance the Diversity, Equity, and Inclusion (DEI) goals in the SRC's Five-Year Roadmap for DEI, we must collect baseline demographic data on the SRC membership in an objective, confidential, and sustainable way.
2. This survey will be used to collect standardized data each year to objectively measure whether the SRC membership reflects the diversity of vocational rehabilitation (VR) consumers
3. Any data collected will remain **confidential**. Data will be grouped and will not contain personal identifiers.

Note: Refer to Appendix B for more information about the SRC Survey. /

SRC Survey: Stop the Clock for 5 Minutes

Where to Find the Survey Link

1. Please click the survey link entered in the chat.
2. You may also find the link in your e-mail inbox.
3. If you do not receive the survey link, contact: Raisa Alam at ralam@healthmanagement.com

Instructions

1. We will stop the clock for five minutes for you to complete the survey.
2. Please read through the introduction of the survey.
3. All 8 questions require a response.
4. Please do not complete the survey more than one time.
5. Those who are unable to complete the survey within the meeting time should use this link. Please complete the survey no later than **Sunday, December 19th, 2021**.

Important to Know About the Questions

1. Question 2. Race. If you select “Multi-racial or bi-racial” you will be prompted to provide a description when you click “Next.”
2. Question 7. Geographic Location. You have three options.
 - Select the region of the state (“Greater Boston”, “Northern”, “Central”, “Southern”, “Western”)
 - Select “Unsure”. If you select “Unsure” you will be prompted to enter your zip code when you click “Next.”
 - Select “City/Town Name” and enter the name of your city or town

Section 4. SRC Talkback

TIME: 15 MINUTES

Discussion Questions

Reflections

1. What is your biggest takeaway or reflection from what you have heard today?
2. What questions do you have about what we have presented today?

Goals

3. Which goals resonate the most with you, and why?

MRC Support

4. What support do you think the SRC will need from MRC to implement the roadmap?

Hope

5. In one word, describe what is your biggest hope for VR consumers?

THANK YOU
SRC MEMBERS

Appendix A: DEI Working Group

SRC DEI PROJECT DESCRIPTION

SRC DEI WORKING GROUP MEMBERS

SRC DEI Working Group: Members

1. **Joe Bellil**
2. **Kathleen Biebel (MRC)**
3. **Inez Canada**
4. **Amanda Costa (MRC)**
5. **Ronaldo Fujii**
6. **Naomi Goldberg**
7. **Steve LaMaster**
8. **Lusa Lo**
9. **Cheryl Scott**
10. **Olympia Stroud**
11. **Sarah F. Wiles**

SRC DEI Working Group

1. **Mission:** The SRC charged the DEI Working Group with the responsibility to develop a Five-Year Roadmap to infuse the SRC with DEI. This is the SRC's first-ever roadmap.
2. **Composition:** SRC members and MRC staff made up the DEI Working Group.
3. **Convenings:** The DEI Working Group and HMA met nine times including three times with the full SRC.
4. **Tasks:** Over the last six months, the HMA team in partnership with BCIL worked with the DEI Working Group to assess the SRC's needs and challenges, to hold engaging workshops, and to conduct strategic planning sessions.
5. **Final Deliverable:** HMA will prepare a final report for SRC by December 31, 2021.

Appendix B: About the SRC Survey

PLEASE READ BEFORE THE SRC MEETING ON DECEMBER 16, 2021

About the SRC Member Survey (1 of 5 slides)

Survey Purpose

To advance the Diversity, Equity, and Inclusion (DEI) goals in the SRC's Five-Year Roadmap for DEI, we must collect baseline demographic data on the SRC membership in an objective, confidential, and sustainable way. This survey will be used to collect standardized data each year to objectively measure whether the SRC membership reflects the diversity of vocational rehabilitation (VR) consumers.

The SRC member survey consists of eight questions and should take approximately 5 minutes to complete. Any data collected will remain **confidential**. Data will be grouped and will not contain personal identifiers.

The SRC will only use these data for promoting and measuring the SRC's DEI goals as outlined in the SRC's Five-Year Roadmap (2021-2025). The SRC is aware that members may feel uneasy about the collection of data related to their identity, including gender, race, ethnicity, language, disability status, geography, and VR consumer status. However, to ensure that the demographics of SRC members reflect VR consumer demographics, the SRC needs you to participate in this survey.

We hope that the community of sharing and support (i.e., the affinity space) that we have created among our SRC members will put you at ease and encourage you to take this survey. We consider this affinity space to be a place where we can trust that anything we share will be protected and will not be misused.

About the SRC Member Survey (2 of 5 slides)

Data Needs

The SRC is committed to collecting the least amount of data needed to achieve its goal to be a more diverse Council that reflects the diversity of VR consumers.

To measure the diversity of the SRC, the following SRC member data are needed:

1. SRC members by gender
2. SRC members by race
3. SRC members by ethnicity
4. SRC members by preferred written language
5. SRC members by preferred spoken language
6. SRC members by disability status and disability type
7. SRC members by geographic location
8. SRC members by VR consumer status (current or former)

About the SRC Member Survey (3 of 5 slides)

Data Collection Process

First collection year (December 2021) – baseline data

1. In year 1, HMA will present the final version of the survey to the SRC at the Quarterly meeting on **Thursday, December 16, 2021**. HMA will put the Survey Monkey link in the chat and give everyone 5 minutes to complete the survey during the meeting.
2. HMA will also distribute the survey immediately after the meeting for members unable to attend. HMA will ask any members who did not complete the survey during the meeting to complete it by **Sunday, December 19, 2021**. It is important that all members complete the survey by the deadline, so HMA can submit its final report to the SRC by the end of December.

Subsequent collection years (2022 and thereafter)

1. In years 2 and after, the MRC Analytics and Quality Assurance (AQA) Team will support the SRC's data collection on an annual basis. The MRC AQA Team would follow the same objectivity and confidentiality protocols used to protect sensitive consumer data.
2. MRC will collect the SRC member demographic data and provide the data to SRC on an annual basis. At that time, the SRC will decide whether there is a need to modify the current survey, so the questions can mirror questions used by MRC to collect demographic data on VR consumers. Mirroring MRC questions may enable the SRC to make an exact comparison between SRC members and VR consumers accessing services.

About the SRC Member Survey (4 of 5 slides)

Questions and Answers

Question 1. How will I take the survey?

Answer: During the December 16, 2021, SRC Meeting, HMA will put a link in the chat and ask that gubernatorially-appointed SRC members complete the survey at that time. SRC members will also receive an email with the link to the survey immediately following the December 16, 2021 – SRC Quarterly meeting. SRC members who were unable to complete the survey during the meeting should use this link. Please do not complete the survey more than one time. We will use an online survey platform called SurveyMonkey. Please check your Spam or Junk folder if you do not find the email in your Inbox.

Question 2. What if I did not receive the email with the survey link?

Answer: Please contact Raisa Alam at: ralam@healthmanagement.com

Raisa Alam is a Research Associate (RA) in HMA's Boston office. Raisa is required to keep the information confidential.

Question 3. Who will summarize the survey data?

Answer: HMA will summarize the survey data.

Question 4. Will SRC member data be confidential?

Answer: Yes. HMA will summarize the data for the SRC's Five-Year Roadmap (2021-2025) by grouping it to remove any person-level responses.

About the SRC Member Survey (5 of 5 slides)

Questions and Answers

Question 5: Will you report the data out at the person level?

Answer: No, we will report the numbers summarized in six separate ways. We will also report out data on SRC members to compare to VR consumer data as reported by MRC.

1. Table 1. SRC Members by Gender
2. Table 2. SRC Members by Race and/or Ethnicity
3. Table 3. SRC Members by Language (Preferred Written and/or Spoken Language)
4. Table 4. SRC Members by Disability Status/Disability Type
5. Table 5. SRC Members by Geographic Location
6. Table 6. SRC Members by Consumer Status (Current or Former)

Question 6: What should I do if I have any problems in completing the survey or if I did not receive the email with the survey link?

Answer: Please contact Raisa Alam at: ralam@healthmanagement.com

Question 7: Who should I contact if I have questions about the survey?

Answer: Please contact Raisa Alam at: ralam@healthmanagement.com

Appendix C: About the SRC

ABOUT THE SRC

SRC MISSION STATEMENT

About the SRC

“The Massachusetts State Rehabilitation Council (“SRC” or “Council”) partners with the Massachusetts Rehabilitation Commission (MRC) to deliver vocational rehabilitation (VR) services. The primary goal of the SRC is to partner with MRC to ensure that people with disabilities are provided with an equal opportunity to receive the programs, services and supports needed to gain competitive integrated employment. The SRC also provides a forum for consumer input resulting in recommendations and advice to the agency. We aim to provide a path to high quality, value-based, vocational rehabilitation services that lead to meaningful, sustainable, and competitive employment for consumers with disabilities.”

“The SRC partners with MRC to provide a dynamic pathway to economic self-sufficiency for people with disabilities eligible for [Vocational Rehabilitation](#) Services in accordance with the [Rehabilitation Act.](#)”

“The SRC has twenty-one (21) voting members, the majority of whom must be people with disabilities, appointed by the Governor to serve staggered terms. Voting members can serve up to two consecutive three year terms. The Council may have up to fifteen (15) non-voting (ex officio) members. The Federal regulations require that the Council have [representatives from specific individuals, groups, and organizations](#). Also, the SRC makes every effort to ensure demographic, geographic, minority and cross-disability representation within the Council's membership.”

Sources:

<https://www.mass.gov/orgs/massachusetts-state-rehabilitation-council>

<https://www.mass.gov/service-details/massachusetts-state-rehabilitation-council-ma-src>

SRC Mission Statement

“Mission: The primary goal of the SRC is to partner with MRC to ensure that people with disabilities are provided with an equal opportunity to receive the programs, services and supports needed to gain competitive integrated employment. The SRC provides a forum for consumer input resulting in recommendations and advice to the agency. We aim to provide a path to high quality, value-based, vocational rehabilitation services that lead to meaningful, sustainable, and competitive employment for consumers with disabilities.”

Source:

<https://www.mass.gov/service-details/massachusetts-state-rehabilitation-council-ma-src>