



## Rhode Island Department of Human Services

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*Office of the Director*  
Kimberly Merolla-Brito

April 18, 2026

The Honorable Patricia A. Serpa  
Chair, House Committee on Oversight  
State House, Room 101  
82 Smith Street  
Providence, RI 02903

Dear Chair Serpa:

Please accept the attached report as the state's most recent update on the RIBridges system. This report covers the reporting period of the prior month it is due to help ensure the agency is providing the most relevant operational updates with a focus on transparency and efficiency. In this report, you will find important progress related to the Payment Error Rate Improvement Plan and other key operational updates.

This document contains monthly updates for the period between March 1 through March 31 on the following topics:

- System Performance and Improvement
- RI Department of Human Services (DHS) Employee Training
- Pending Applications
- SNAP Timeliness and Lobby/DHS Call Center Summaries
- SNAP Overpayment Recovery and PER Status
- CCAP Batch Payments
- Correspondence with Federal Partners (if any)

We appreciate your continued advocacy on behalf of those we serve, your interest in the health of the RIBridges system and the progress made to address outstanding issues. Please contact me should you have any questions or concerns.

Respectfully,

A handwritten signature in black ink that reads "Kimberly Merolla-Brito".

Kimberly Merolla-Brito  
Director  
RI Department of Human Services



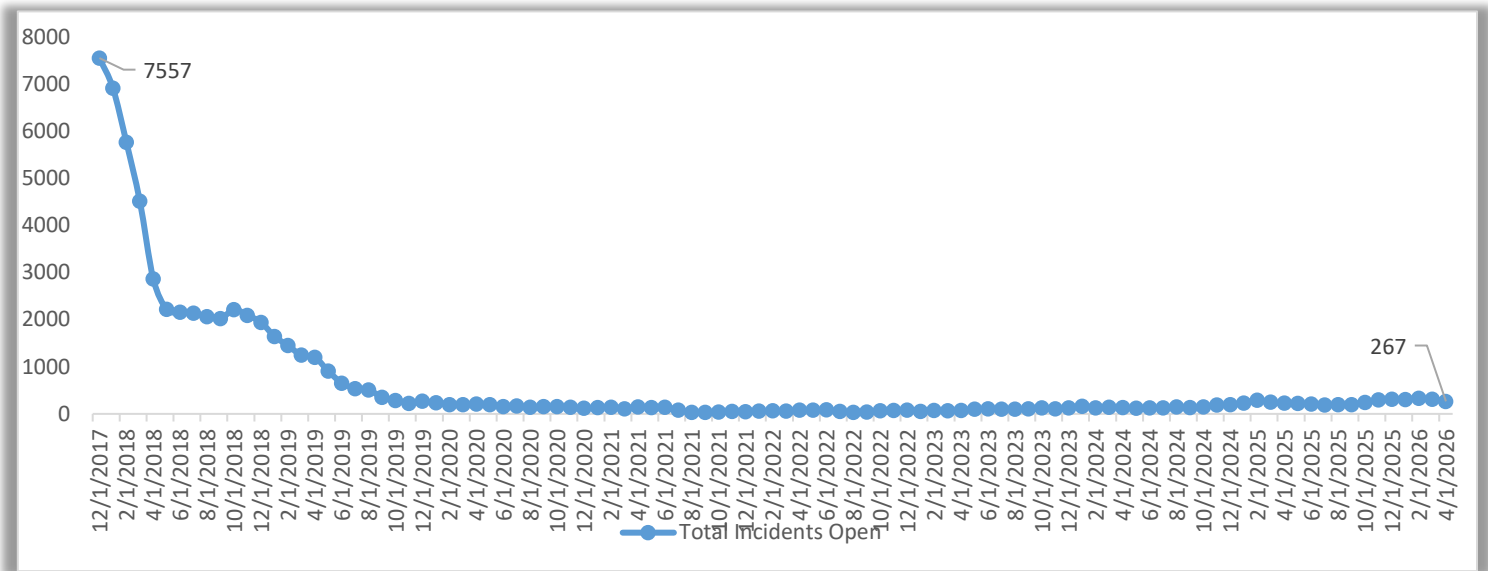
# RI Bridges: Monthly Update

## April 2026

Our team takes its charge seriously in promoting health, nurturing quality of life and being there for Rhode Islanders when needed. Our oversight of the work on the RI Bridges system is an important part of the equation. System stabilization and efficiency remains a priority for DHS, and we continue our focus on ensuring full system compliance. This report provides an update based on currently available data detailing our efforts and progress to date.

### SYSTEM PERFORMANCE + IMPROVEMENT

At this time, there are currently 267 open incidents reported. These incidents refer to technical bugs when the system does not operate as expected for the DHS customer, staff member, or provider. While the agency will continue to closely monitor open incidents, it is important to note that there are open incidents throughout the year even when the system is operating as normal. Any change to program policies that, in turn, affect eligibility processes must be incorporated into the system, typically resulting in temporary increases in open incidents. These incidences give personnel an insight into where fixes can be made to improve the customer experience as cases cycle through their redeterminations. While there is currently a sustained, higher than usual number of open incidents due to H.R. 1 related changes, the current number of open incidents still represents a steep decline from December 2017, when the RI Bridges system first launched.



### DHS STAFFING

DHS continues to progress in hiring candidates for identified critical positions. Since the last report in March, DHS has hired 17 employees who have started in their new roles. These include:

- 2 Supervising Eligibility Technician
- 2 Customer Service Aide
- 1 Eligibility Technician II (Call Center)
- 1 Human Services Policy and Systems Specialist
- 1 Social Caseworker
- 1 Senior Casework Supervisor
- 1 Senior Human Services Business Officer
- 1 Eligibility Technician II (lobby)
- 7 Eligibility Technician I

## DHS Training

Training Topic	Training Date	# Of Training Hours	# Of New Staff	# Of Current Staff
<i>Rhode Island Bridges Basics Learning Series (Six full-day sessions)</i>	3-2-2026 thru 3-4-2026 4-13-2026 thru 4-15-2026	30	13	0
<i>STAR Supervisor Learning Series (Three three-hour sessions)</i>	3-3-2026, 3-17-2026 & 3-24-2026	9	0	5
<i>Medicaid Refresher (Three full-day sessions)</i>	3-5-2026, 3-6-2026 & 3-16-2026	15	0	28
<i>Interface Walkthrough: SOLQ (One two-hour session)</i>	3-6-2026	2	0	8
<i>New Hire Orientation (Two full-day session)</i>	3-9-2026 & 4-6-2026	10	11	0
<i>Interface Walkthrough: Save and 40 Quarters (One two-hour session)</i>	3-9-2026	2	0	12
<i>SNAP Policy Office Hours (Two one-hour sessions)</i>	3-9-2026 & 3-12-2026	2	0	29
<i>RI Bridges Basics Learning Series (Three full-day sessions)</i>	3-11-2026 thru 3-13-2026	15	8	0
<i>SNAP Learning Series (Nine full-day sessions)</i>	3-16-2026 thru 4-1-2026	45	14	2
<i>Medicaid: Community Learning Series (Five full day sessions)</i>	3-17-2026 thru 4-9-2026	25	0	16
<i>Medicaid Office Hours (One one-hour session)</i>	3-18-2026	1	0	8
<i>RIW Office Hours (One one-hour session)</i>	3-18-2026	1	0	13
<i>SNAP Accuracy: SUA Skills Lab (Two full-day sessions)</i>	3-19-2026 & 3-30-2026	10	0	28
<i>CCAP Office Hours (One one-hour session)</i>	3-25-2026	1	0	9
<i>RIW ECA Learning Series (Two full-day sessions)</i>	3-26-2026 & 3-27-2026	10	0	3
<i>Medicaid: Ex Parte Learning Series (Two full day sessions)</i>	4-2-2026 thru 4-3-2026	10	0	13
<i>Digital Literacy (One full day session)</i>	4-10-2026	5	5	9
<i>Fire Safety (Twelve one-hour sessions)</i>	4-8-2026, 4-14-2026,4-15- 2026	12	0	21
	<b>Totals</b>	<b>205</b>	<b>51*</b>	<b>204*</b>
<b>Note: the asterisk number includes projected attendance for trainings that have been scheduled, and staff are registered to attend</b>				

Self-Directed Learning: Learning Management System: Active			
Rhode Island Learning Center Trainings (These trainings are self-directed)  * This number is duplicated. Our participants are enrolled in various trainings.	Course Title	# of staff Enrolled	# of staff Completed
	Civil Rights Annual Training 2025	472	349
	EBT Card Security Procedure 2025	444	319
	D-SNAP: Disaster SNAP 2025	446	329
	FTI-2025	551	502
	HIPAA, and Confidentiality 2025	552	495
	Limited English Proficiency (LEP)	434	281
	On Demand Interpreting for ASL	425	271
	Voter Registration 2025	487	401
	CCAP Program Policy Refresher	332	288
	Clerical SNAP Connect Knowledge Transfer	144	82
	Community Medicaid: Supplemental AVS Video	340	242
	Customer Relationship Management (CRM)	158	98
	CSA Role Update Knowledge Transfer	149	109
	ERP Knowledge Transfer	1030	497
	Domestic Violence 101	401	304
	Customer Portal Refresher – Part 1	437	321
	Customer Portal Refresher – Part 2	424	287
	Healthy Rhode Mobile App – Part 1	437	324
	Healthy Rhode Mobile App – Part 2	434	312
	Asset Verification System	310	202
	Interfaces: The Work Number Knowledge Transfer	346	236
	Medicaid Refresher: MEQC CAP_2025	308	273
	Medicaid Renewal Refresher_2022	231	153
	OCSS: Child Support Refresher Process	335	258
	Knowledge Transfer: March 2025 – Release 7.49	371	287
	Knowledge Transfer: April 2025 – Release 7.49.1	370	271
	Knowledge Transfer: June 2025 - Release 7.79.2 & 7.50	367	245
	Knowledge Transfer: July & August 2025 - Release 7.50.1 & 7.50.2	363	236
	Knowledge Transfer: September 2025 – Release 7.51	358	230
	Knowledge Transfer: October 2025 – Release 7.51.1	358	233
	Knowledge Transfer: December 2025 – Release 7.52	356	219
	RIBridges: Case Maintenance	438	316
	RIBridges: Case Notes Refresher	447	305
	RIBridges: Pre-Authorization Case Review - ET	251	224
	RIBridges: Pre-Authorization Case Review - Sup	77	62
	RIBridges: Scheduling Refresher	464	341
	RIBridges: Visit Record	515	332
	SNAP Accuracy: Shelter & Utility Policy Refresher	306	232

	SNAP Accuracy: Shelter & Utility RI Bridges Refresher	306	212
	SNAP Accuracy: Citizenship and Immigration Policy Refresher	292	118
	SNAP Accuracy: ABAWD Policy Refresher	292	160
	SNAP: Waivers & SNAP Interview Requirements	309	268
	SNAP Accuracy: Income Accuracy – Part 1: Prospective Budgeting	318	222
	SNAP: Eligibility Determination	225	170
	SNAP: ABAWD Knowledge Transfer	359	240
	SNAP: ABAWD Refresher	349	272
	SNAP: ESAP	422	312
	Customer Relations	66	45
	Performance Feedback for Supervisors	81	51
	Time Management	77	52
	VCC: Knowledge Transfer	313	252
	VCC: LTSS Telephonic Signature	97	61
	VCC: Telephonic Signature	353	257
	VCC: Call Back Functionality	152	121
	VCC: SNAP Connect	332	240
	<b>Totals</b>	<b>19,011*</b>	<b>13,519*</b>

Self-Directed Learning: Learning Management System: In Active			
Inactive/retired courses * This number is duplicated. Our participants are enrolled in various trainings.	Sept. 22 Knowledge Transfer 7.40 (retired)	471	226
	Sept. 22 Knowledge Transfer 7.41 (retired)	460	222
	Nov. 22 Knowledge Transfer (retired)	391	185
	Dec. 22 Knowledge Transfer (retired)	387	204
	March 2023 Knowledge Transfer (retired)	389	208
	April 2023 Knowledge Transfer (retired)	402	202
	June 2023 Knowledge Transfer (retired)	407	153
	July 2023 Knowledge Transfer (retired)	398	137
	August 2023 Knowledge Transfer (retired)	398	136
	Sept. 2023 Knowledge Transfer (retired)	395	248
	Dec. 2023 Knowledge Transfer (retired)	361	247
	Jan. 2024 Knowledge Transfer (retired)	340	242
	February 2024 Knowledge Transfer (retired)	348	254
	March 2024 Knowledge Transfer (retired)	333	247
	April 2024 Knowledge Transfer (retired)	352	263
	May 2024 Knowledge Transfer (retired)	349	274
	June 2024 Knowledge Transfer (retired)	345	271
	July 2024 Knowledge Transfer (retired)	349	288
	August 2024 Knowledge Transfer (retired)	348	265
	September 2024 Knowledge Transfer (retired)	347	276
	October 2024 Knowledge Transfer (retired)	346	273
	December 2024 Knowledge Transfer (retired)	342	246
	Medical Refresher (inactive for updates)	277	185

	RIW Miniseries (inactive for updates)	205	145
	VCC: EAD Telephonic Signature (inactive for updates)	237	33
	SNAP: Reinvestment Updates (retired)	348	171
	Active Shooter, Run, Hide and Fight 2024 (retired)	972	584
	Civil Rights Annual Training 2024 (retired)	972	643
	Emergency Action Plan 2024 (retired)	972	635
	D-SNAP: Disaster SNAP 2024 (retired)	416	231
	FTI-2024 (retired)	887	679
	HIPAA, and Confidentiality 2024 (retired)	856	490
	Claims Collection Recovery Unit (retired)	343	211
	<b>Totals</b>	<b>14,743*</b>	<b>9,074*</b>

## Training Descriptions

**RIBridges Basics Learning Series:** The Rhode Island Department of Human Services (DHS) utilizes the Integrated Eligibility System (IES), RIBridges, to determine eligibility for health and human service benefit programs. This course broadly covers the basic functionality and business processes within the integrated system.

**STAR Supervisor Learning Series:** The STAR Supervisor Training Series is designed for supervisors to enhance their leadership, coaching, and mentoring skills. In addition, the learning series introduces new tools to help supervisors identify behavioral styles while also supporting a culture of continuous improvement.

**Medicaid Refresher:** The Medicaid Refresher Learning Session targets areas of need identified in the Medicaid Eligibility Quality Control (MEQC) audit and is designed to reinforce Medicaid processing techniques and best practices while strengthening knowledge of policy and standard operating procedures that align with the Medicaid Corrective Action Plan (CAP). The Medicaid Refresher learning lab is an opportunity to apply skills learned in the refresher in a structured learning lab, led by operations during each session.

**Interface Walkthrough: SOLQ:** The SOLQ interface can be used to verify information in RI Bridges. This walkthrough will include a general overview of where to enter the information into RIBridges.

**New Hire Orientation:** The goal of the session is to provide new employees with all the pertinent information they need to begin working at DHS and to familiarize them with organizational policies and procedures.

**Interface Walkthrough: 40 Quarters and SAVE:** During this session, participants are guided through the 40 Quarter's Interface and the SAVE Interface. Each walk-through touches on the interface in detail, breaks down the data provided, provides clarity on accessing the interface within RIBridges, and when and where the data can be utilized within RIBridges.

**Supplemental Nutritional Assistance Program (SNAP) Policy Office Hours:** This session provides information about upcoming SNAP changes and an open forum for staff to engage in general policy related to SNAP case processing.

**SNAP Learning Series:** The SNAP Training Series is designed to introduce new Eligibility Technicians to SNAP program policies and the RIBridges system. Through this series, participants learn about the application process, navigating the menus in RIBridges, reviewing eligibility results, updating cases, interviewing customers and more.

**Medicaid Community Learning Series:** Through these full day sessions, participants gain an understanding of the difference between two Medicaid coverage groups and eligibility requirements for community Medicaid. Participants also learn to integrate learning concepts within RIBridges, learn to interpret Medicaid eligibility results, and explore health plan enrollments at Managed Care Organizations (MCO).

**Medicaid Office Hours:** Medicaid Office Hours are designed to be an open forum to ask system and policy questions related to non-LTSS Medicaid cases being processed. Participants are invited to bring specific cases and/or questions for discussion with a clinical training specialist.

**Rhode Island Works (RIW) Office Hours:** This open hour session provides staff with an open forum to ask general system, policy, or case specific questions related to RI Works cases they are processing.

**Standard Utility Allowance (SUA) Skills Lab for Eligibility Technicians:** This skills lab focuses on the Federal Standard Utility Allowance (SUA) changes, offering participants simulated cases that progress in complexity and allow them to apply the recent policy updates. Through these case simulations, attendees will learn to apply the updated SUA standards, troubleshoot common issues, and ensure compliance with federal guidelines.

**RIW ECA Learning Series:** The RIW ECA learning series provides an overview of program policy and system knowledge as it pertains to the role and the training builds from the RIW Eligibility Foundational Learning Series. Additionally, it includes training from the Office of Child Support Services (OCSS) and Motivational Interviewing.

**Medicaid Ex Parte Learning Series:** The Ex Parte Virtual Learning Series provides participants an overview of Ex Parte policy and the Integrated Eligibility System (IES) when an individual faces possible closure to their current Medicaid. It also describes the different forms of Medicaid that could potentially be accessed through special circumstance questions.

**Digital Literacy:** This session provides an overview of Microsoft Excel and Outlook to assist employees in maximizing their efficiency in completing tasks. The course covers basic navigation, operations, and functions of the tools available within these two software programs.

**Fire Safety:** The purpose of this learning session is to inform staff on the following topics: fire safety, emergency evacuations, transmitting alarms, portable fire extinguishers and hidden fire dangers.

## PENDING NEW APPLICATIONS

DHS continues to prioritize the efficient processing of applications through improvements to technology, processes, and communications, with the goal of reducing any application backlog across all programs.

Currently, the number of overdue applications awaiting state action is 1,483 (see table below) reflecting a mild decrease from the prior month. The chart below highlights that many applications still require customer action before DHS can process their application within federal timeliness standards, which differs by program.

It is important to know that the increase in total pending caseload is mainly attributable to new applications, specifically for undetermined medical and complex Medicaid. To provide a more accurate picture of overdue applications, DHS is currently tracking pending customer cases versus those pending state action to identify impacts from process changes. The volume of cases fluctuates from month-to-month, and implementation of new federal SNAP changes may partially contribute to an overall increase in pending caseload as the same staff are trained to determine eligibility for all programs. Please know the pending caseload figures in the chart are snapshots in time and currently aligns with DHS applying new federal eligibility rules related to SNAP, such as policy changes to able-bodied adults without dependents, work requirements, and immigration rules.

DHS has notified families impacted by H.R. 1 changes and has shared information about the federal changes through the website, social media, phone and other avenues. DHS will continue to leverage [staycovered.ri.gov/snap-updates](http://staycovered.ri.gov/snap-updates) as a one-stop resource to keep customers and the general public apprised of timely updates and other available resources.

Through all of these major changes, DHS has demonstrated its operational resilience through initiatives such as **SNAP Connect** and Technology Adoption Day, which collectively help minimize administrative disruptions as much as possible. In

addition, as staff continue to learn and apply new federal policy to eligibility, they will become more efficient and move the state overdue applications downward that will be viewable in time series data that is not yet available.

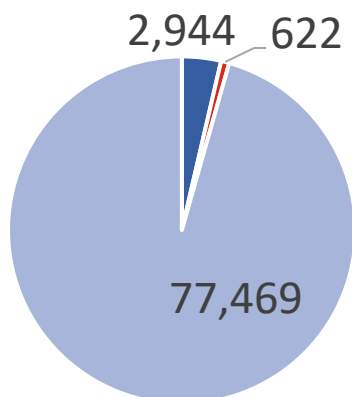
Operational and digital tools such as SNAP Connect and Tech Adoption increasingly support customers' needs by providing flexible interview scheduling, education around resources, and other support to help ensure uninterrupted access to benefits.

	Not Overdue			Overdue			Total
	Client	State	Total	Client	State	Total	Grand Total
SNAP Expedited	133	203	336	70	117	187	523
SNAP Non-Expedited	644	707	1,351	133	73	206	1,557
CCAP	66	127	193	6	48	54	247
GPA - Burial	0	16	16	0	3	3	19
SSP	16	14	30	1	1	2	32
GPA	60	29	89	5	4	9	98
*RIW	186	106	292	25	25	50	342
Undetermined Medical	472	206	678	277	384	661	1,339
Medicaid - MAGI	14	14	28	44	62	106	134
Medicare Premium Payments	325	185	510	44	157	201	711
Medicaid Complex	35	128	163	48	438	486	649
LTSS	43	406	449	11	171	182	631
<b>Grand Total</b>	<b>1,994</b>	<b>2,141</b>	<b>4,135</b>	<b>664</b>	<b>1,483</b>	<b>2,147</b>	<b>6,282</b>

*\*This is an estimate of pending applications for RI Works and is subject to change.*

### SNAP TIMELINESS

In **March 2026**, there were 77,469 households that received benefits. For new SNAP applications in March, approximately 83% (2,944) were processed timely. Approximately 17% (622) of new SNAP applications were processed untimely. Importantly, cases needing to be processed that are awaiting customer or state action (such as completion of interviews or receipt of requested documents) may become overdue, leading to the untimely authorization of benefits that is not reflective of the overall customer experience.



- New Applications Processed Timely
- New Applications Processed Untimely
- Total Households Receiving SNAP Benefits

## SNAP OVERPAYMENT RECOVERY

DHS has resumed the collection of SNAP overpayments due to Inadvertent Household Error (IHE), Agency Error (AE), and Intentional Program Violations (IPV). While collections are part of a process that had been paused since 2017, DHS has been directed by the USDA Food and Nutrition Service to resume collections in instances of overpayments that would, if left unaddressed, lead to higher payment error rates for the agency. While initial notices have been issued to households, most collections date back to September 2023. Data regarding overpayments is available below:

		Agency Error (AC)		Household Error (CE)		Grand Total
		SNAP	TANF	SNAP	TANF	
Jan-25	No. of Claims	33	0	47	2	82
	Transaction Amount	\$830.00		\$1,747.00	\$70.00	\$2,647.00
Feb-25	No. of Claims	33	0	49	2	84
	Transaction Amount	\$844.00		\$1,801.00	\$70.00	\$2,715.00
Mar-25	No. of Claims	32	0	42	4	78
	Transaction Amount	\$896.00		\$1,308.00	\$140.00	\$2,344.00
Apr-25	No. of Claims	27	0	40	4	71
	Transaction Amount	\$706.00		\$1,182.00	\$140.00	\$2,028.00
May-25	No. of Claims	26	0	41	6	73
	Transaction Amount	\$643.00		\$1,375.00	\$182.00	\$2,200.00
Jun-25	No. of Claims	25	2	50	4	81
	Transaction Amount	\$629.00	\$57.00	\$1,840.00	\$132.00	\$2,658.00
Jul-25	No. of Claims	25	2	50	4	81
	Transaction Amount	\$612.00	\$58.00	\$1,643.00	\$132.00	\$2,445.00
Aug-25	No. of Claims	22	1	52	4	79
	Transaction Amount	\$498.00	\$29.00	\$1,700.00	\$132.00	\$2,359.00
Sep-25	No. of Claims	23	2	69	8	102
	Transaction Amount	\$541.00	\$58.00	\$1,873.00	\$268.00	\$2,740.00
Oct-25	No. of Claims	27	1	64	5	97
	Transaction Amount	\$637.00	\$29.00	\$2,530.37	\$151.00	\$3,347.37
Nov-25	No. of Claims	28	0	61	4	93
	Transaction Amount	\$674.00		\$1,903.00	\$120.00	\$2,697.00
Dec-25	No. of Claims	24	1	73	4	102
	Transaction Amount	\$567.00	\$62.00	\$2,504.00	\$155.00	\$3,288.00
Jan-26	No. Of Claims	22	1	64	3	90
	Transaction Amount	\$492.00	\$62.00	\$2,065.00	\$155	\$2,774.00
Feb-26	No. Of Claims	24	0	66	2	98
	Transaction Amount	\$529.00	0	\$2,402.00	\$130.00	\$3,061.00
Mar-26	No. Of Claims	23	1	59	4	87

	Transaction Amount	\$555.00	\$43.00	\$1,958.00	\$928.00	\$3,484.00
Grand Total	No. of Claims	390	11	827	60	1,288
	Transaction Amount	\$9,505.00	\$398.00	\$27,831.27	\$2,905.00	\$40,639.37

The chart on page 9 represents the amount in collections for SNAP and RIW due to household and agency error, respectively. These collections are required per federal guidance and is in alignment with the goal to reduce payment error rates as mandated in H.R. 1. All data included is preliminary and subject to change. The causes for errors vary, including reasons relating to court orders, provider errors, fraud, etc. As the agency begins gathering more information, DHS will update this section to provide greater clarity as needed.

## SNAP Payment Error Rate (PER) Improvement Plan

This section provides a monthly update on implementation progress and performance related to the SNAP Payment Error Rate (PER), as required under the Enacted FY 2026 Budget. DHS continues to advance a coordinated strategy across policy, operations, technology, workforce, and communications, with a focus on reducing high-impact error drivers and strengthening accuracy in an increasingly complex federal environment. This section includes key indicators on:

- Payment timeliness and accuracy;
- The status of PER-related technology modernization and system improvements;
- Staff training, readiness, and change management activities; and,
- Customer service enhancements; and any correspondence with federal partners related to SNAP PER.

Collectively, these updates are intended to promote transparency, minimize administrative burden, and align PER oversight with the State’s fiscal, operational, and policy planning cycles.

### Accuracy and Timeliness

DHS continues to monitor monthly Quality Control (QC) findings alongside historical trends to assess performance and identify primary error drivers. Current analysis confirms that earned income, shelter/SUA, household composition, and ESAP case characteristics continue to account for a disproportionate share of payment error and associated financial risk.

The Department is aligning corrective actions to these high-impact areas, with a focus on improving accuracy at the point of entry and reducing preventable errors through stronger case processing practices. The most recent self-reported PER for FFY25 remains above the federal threshold; however, early FFY26 indicators show improvement, suggesting that current interventions are beginning to stabilize performance. Sustained progress through September 30, 2026 remains critical, as this performance period will determine future federal cost-share exposure.

Operational timeliness remains strong. Processing for expedited and non-expedited applications continues to meet federal standards. DHS maintains active monitoring of overdue cases and differentiates between delays attributable to customer action versus agency processing to ensure accurate performance assessment and continued access to benefits.

### Technology Modernization Efforts

Technology modernization remains a core component of the PER reduction strategy. DHS continues implementation planning tied to the SNAP PER Improvement Plan, including development of a Performance Monitoring Framework, Business Process Redesign (BPR) readiness activities, and governance structures to oversee system-related improvements.

During this reporting period, DHS leadership formally approved several system enhancement initiatives to enter the 2026 system runway for scoping, design, development, and phased implementation. These initiatives are intended

to strengthen decision support, reduce data entry and budgeting errors, and address QC error drivers at the point of entry and action. Approved initiatives include:

- Enhanced contextual help text within the Customer Portal and Worker Portal to clarify verification requirements, reporting expectations, and key eligibility definitions;
- Development of a Navigator Tool to guide eligibility staff through high-risk policy areas (e.g., household composition, earned income, shelter deductions) with structured prompts and embedded policy references; and
- Expanded BOT integration within RIBridges to automate routine inquiries, support discrepancy identification, and reduce unnecessary task generation associated with common customer-reported changes.

These initiatives will be scoped in alignment with PER priorities and incorporated into the 2026 technology roadmap. Implementation sequencing will be informed by QC findings, operational risk areas, and system capacity planning.

In parallel, DHS is operating during the statewide Enterprise Resource Planning (ERP/Workday) transition led by the Department of Administration (DOA). While ERP reporting refinements are ongoing, this transition has not disrupted core eligibility operations, caseload processing, or call center performance. DHS is coordinating closely with DOA to ensure continuity of data reporting and anticipates improved efficiency and visibility while system refinements are being completed.

Collectively, these efforts advance a shift from manual processing to guided, system-supported decision-making, improving consistency and reducing error risk at the point of entry.

### Staff Training and Readiness

DHS continues to prioritize workforce readiness as a key driver of sustained PER improvement, particularly in the context of increased complexity under H.R.1. Training and readiness efforts are focused on building staff capability in high-risk areas and reinforcing consistent case processing practices, including:

- Targeted huddles and training refreshers on ABAWD and immigration policy changes
- A blended learning model (awareness, knowledge, and practice) to strengthen application of policy in real-world scenarios
- Supervisor-led coaching, reinforcement of one-touch processing, and interview quality expectations
- Ongoing onboarding and development of newly hired staff

DHS has formally implemented its SNAP PER Change Management Plan, establishing:

- Clear governance and decision-making structures across policy, operations, QA, and technology
- Structured communication cadence to ensure consistent messaging
- Integrated feedback loops connecting QC findings to training, policy clarification, and system enhancements
- Performance monitoring tied to measurable outcomes

Additionally, DHS continues to advance staff engagement through the Improvement Captain Network, cross-functional implementation teams, town halls, and feedback channels to support adoption and continuous improvement.

This approach reinforces a culture of confidence, consistency, and shared accountability, which is critical to sustaining improvements in accuracy and performance.

## Customer Service Enhancements

DHS continues to modernize service delivery to improve customer access while supporting accuracy and compliance.

Operational enhancements include:

- Expansion of SNAP Connect and phone-based service delivery, increasing access to interviews and reducing missed appointments
- Continued shift toward appointment-based service models, improving predictability and reducing lobby congestion
- Increased use of digital and self-service tools, allowing customers to access services through multiple channels (phone, online, in-person)
- Ongoing monitoring of call center performance, including wait times, callback utilization, and service levels. These efforts reflect a transition to a multi-channel access model, improving customer experience while aligning staffing resources with demand.

Updates related to work requirements, eligibility changes, and benefit adjustments are being incorporated into operations, training, and customer communications. In addition, DHS maintains ongoing engagement with community partners and stakeholders to support coordinated implementation, minimize customer confusion, and ensure continued access to services.

## Federal Correspondence

During this reporting period, DHS continues routine engagement with federal partners regarding SNAP administration and payment accuracy. There is no federal correspondence related to SNAP PER penalties to report for April 2026. DHS remains committed to transparency and will promptly report any future federal communications related to PER as part of this monthly oversight framework.

## Ongoing PER Governance and Next Steps

PER oversight is coordinated through a structured governance model that includes:

- Monthly a SNAP Accuracy Oversight Working Group to review performance trends, corrective actions, and key decisions
- A QA Governance and Collaborative model to analyze QC findings, identify root causes, and drive cross-functional corrective actions
- An Office of Program Integrity (OPI) to integrate QA, QC, Appeals, and Claims and shift toward proactive error prevention
- Executive Leadership Team (ELT) oversight to align PER efforts with H.R. 1 implementation and budget strategy

This structure ensures error trends are translated into actionable improvements with clear ownership and accountability.

DHS continues to strengthen its Performance Monitoring Framework, with a focus on:

- Tracking top error drivers (earned income, shelter/SUA, household composition, ESAP) and financial exposure
- Monitoring case-level accuracy and timeliness
- Differentiating agency vs. client-caused errors
- Integrating QC and operational data to prioritize high-impact actions

This supports a shift toward targeted, data-driven decision-making focused on reducing overall PER and financial risk.

DHS is prioritizing high-impact actions in alignment with key error drivers to focus on:

**1. Point-of-Entry Accuracy**

- Reinforce one-touch processing and interview quality
- Expand supervisor coaching and QA-aligned reviews
- Advance real-time decision support tools

**2. ESAP Corrective Actions**

- Complete caseload validation and eligibility review
- Correct misclassified cases and assess structural changes

**3. Policy Alignment**

- Finalize updates to household composition and reporting rules
- Align policy, system logic, and training

**4. Technology Sequencing**

- Advance Navigator, help text, and automation initiatives
- Prioritize tools that improve accuracy at intake

**5. Program Integrity Integration**

- Expand pre-authorization reviews for high-risk cases
- Strengthen QA feedback loops and OPI monitoring

DHS will continue to support adoption and consistency through the following ways:

- Expansion of the Improvement Captain Network and implementation teams
- Targeted, error-driver-based training and coaching
- Reinforcement of standardized expectations across offices
- Sequenced training and communication ahead of policy and system changes

These efforts ensure improvements are effectively implemented and sustained over time.

## CALL CENTER

The volume and duration of calls for the month of March 2026 resulted in an approximate wait time of **27 minutes**.

The overall Call Center wait time remains below 30 minutes due to the implementation of the SNAP Connect initiative, which allows customers to complete interviews at a time that is most convenient for them. As of this report, the SNAP Connect pilot has been implemented across all cities and towns. This initiative as well as other enhancements have aided DHS in maintaining stable operations when presented with challenges at the federal level. Collectively, SNAP Connect, Technology Adoption Days, and IVR enhancements have improved customer service by reducing abandonment rates, promoting one-touch processing, and keeping wait times low across all queues. DHS hopes to continue building on optimized processes, workforce training, and innovative technological solutions that allow DHS to remain flexible, ensuring excellence in service delivery.



# DHS - Monthly Call Center Report

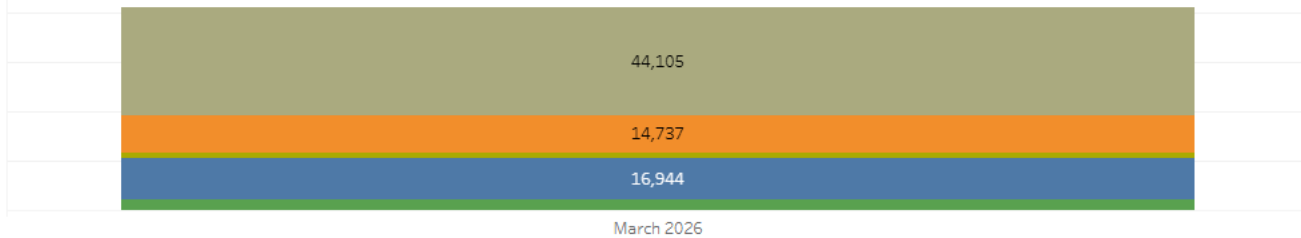
SELECT DATE RANGE

3/1/2026

3/31/2026



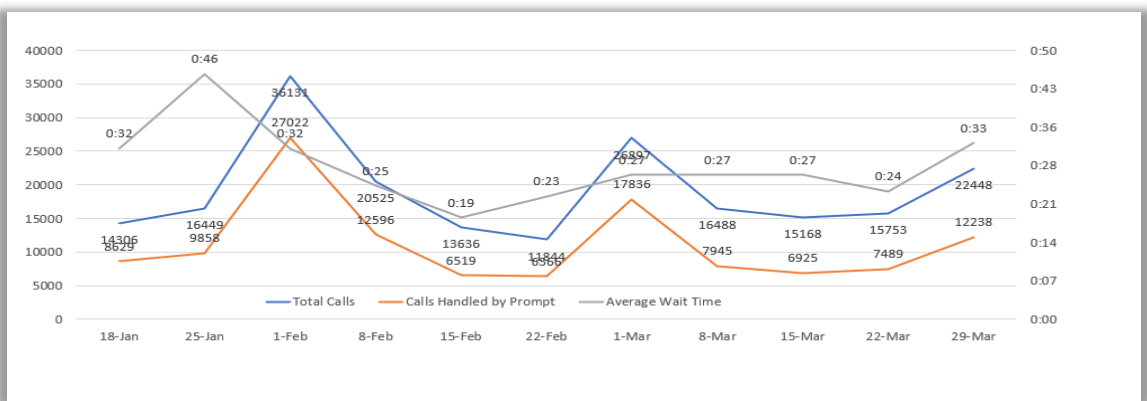
Color Key ■ Prompt ■ DHS Agent ■ Triage Agent ■ Abandon ■ Callback



Total Calls	82,271	100%
Handled by Age..	12.6%	
DHS Agent	14,737	17.91%
Triage Agent	2,213	2.69%
Prompt	44,105	53.61%
Abandon	16,944	20.60%
Avg Abandonment	0:35:49	
Avg Wait Time	00:26:51	
Avg. Talk Time	0:09:21	

As part of our efforts to improve efficiency – in alignment with federal payment error rate requirements – the agency is prioritizing call center modernization efforts that will also improve service delivery for customers. DHS has established a cross-agency Call Center and Policy Engine Modernization Working Group to plan for, identify and procure the technology enhancements needed to boost worker accuracy, improve customer service, and lower the PER. These modernization efforts seek to create more efficient and customer-centric services while ensuring responsible stewardship of public funds.

The busiest week at the Call Center is the **week beginning March 1, 2026, with nearly 26,900 calls to DHS**. While this is a higher than usual call volume, it aligns with increased call volume typically seen near the beginning or end of a month. Additionally, the implementation of federal SNAP eligibility changes due to H.R. 1. changes to federal SNAP eligibility have solicited additional calls, as DHS customers reach out to the agency with questions and to report new information. The federal changes have been communicated to customers by direct mail, shared on [staycovered.ri.gov/SNAP-updates](http://staycovered.ri.gov/SNAP-updates), and posted on DHS’s social media channels. DHS continually monitors and reviews Call Center data to effectuate appropriate operational changes.



## CCAP BATCH PAYMENTS

Below are the total number of batch payments made to child care providers for the current reporting period through March 31, 2026.

Batch	Date Issued	# of Providers	Total Amount
20	3/5/2026	524	\$ 2,490,920.39
20A	3/6/2026	19	\$ 62,212.83
20B	3/13/2026	51	\$ 116,939.22
21	3/19/2026	541	\$ 2,442,862.43
21A	3/20/2026	34	\$ 113,442.04
21B	3/27/2026	31	\$ 58,436.42

	Providers	Payments
Total Batch (20, 20A, & 20B)	594	\$ 2,670,072.44
Off-Cycle (20A & 20B)	70	\$ 179,152.05
Providers off-cycle/total	13.36%	
Payments off-cycle/total	7.19%	

	Providers	Payments
Total Batch (21, 21A, & 21B)	606	\$ 2,614,740.89
Off-cycle (21A & 21B)	65	\$ 171,878.46
Providers off-cycle/total	12.01%	
Payments off-cycle/total	7.04%	

## CORRESPONDENCE WITH FEDERAL PARTNERS

The Centers for Medicare & Medicaid Services and the USDA Food and Nutrition Service are important partners to the state. DHS continues to communicate regularly during the monthly touchpoints to review progress made.

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