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Office of the Director
Kimberly Merolla-Brito

June 18, 2025

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, which covers the reporting period May 16, 2025 – June 15, 2025. This document contains monthly updates 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
- 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,

Kimberly Merolla-Brito
Director
RI Department of Human Services

RIBridges: Monthly Update
June 2025

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 RIBridges 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, open incidents continue to decline and there are currently 210 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. The current number of open incidents also still represents a steep decline from December 2017, when the RIBridges system first launched.
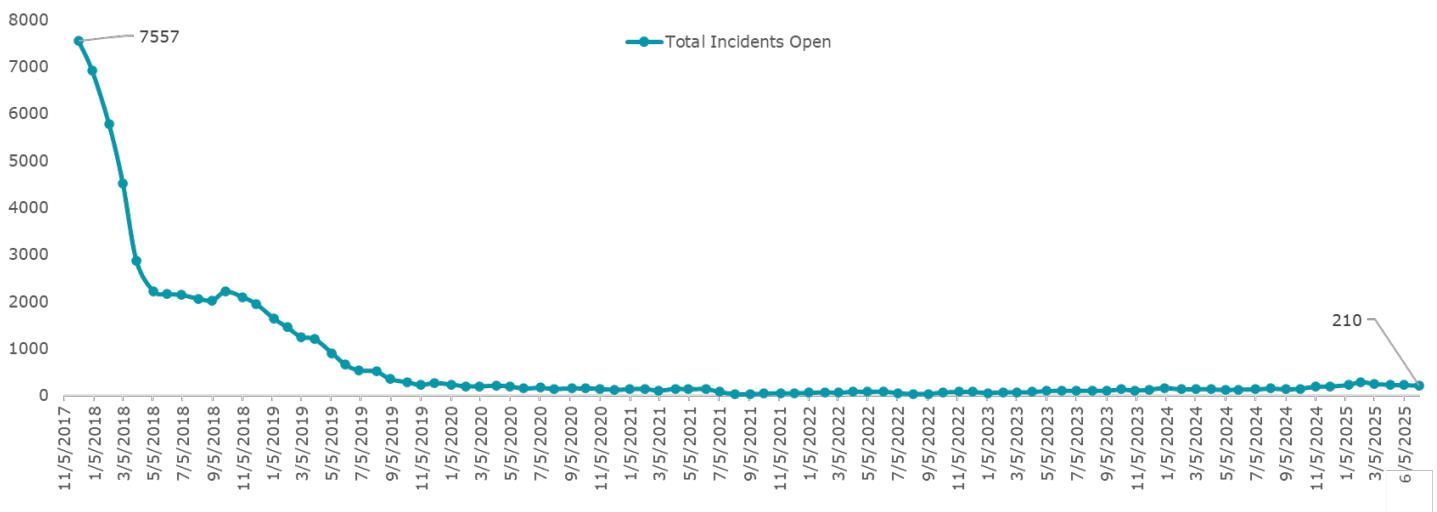
DHS STAFFING
DHS continues to progress in hiring candidates for identified critical positions. Since the last report in May, DHS has hired 24 employees who have started in their new roles, which is comprised of net new, lateral, and promotional hires. These include:

- 11 Eligibility Technician I
- 1 Customer Support Specialist
- 2 Employment and Career Advisor
- 2 Eligibility Technician III
- 3 Eligibility Technician III
- 2 Supervising Eligibility Technician
- 1 Human Services Policy and Systems Specialist
- 2 Customer Service Aide

Training Topic	Training Date	# Of Training Hours	# Of New Staff	# Of Current Staff
Ex Parte Learning Series (Two full day sessions)	5-16-2025 5-19-2025	10	3	15
Rhode Island Works (RIW) and Child Care Program Assistance (CCAP) for Employment Career Advisors (ECA) Learning Series (Three full day sessions)	5-20-2025 thru 5-23-2025	15	3	16
Medicaid Office Hours (One-one hour session)	5-21-2025	1	7	11
Rhode Island Works (RIW) Office Hours (One-one hour session)	5-21-2025	1	0	8
Modified Adjusted Gross Income (MAGI) (Five full day sessions)	5-27-2025 thru 6-4-2025	25	9	5
Child Care Assistance Program (CCAP) Office Hours (One-one hour session)	5-28-2025	1	0	8
Change Management for Supervisors (Two half day sessions)	5-20-2025	6	0	39
Medicaid Management Information System (MMIS) Interface Walkthrough (One two-hour session)	5-23-2025	2	5	13
Long Term Services and Supports (LTSS) for Eligibility Technicians (ET) Learning Series (Five full day sessions)	6-6-2025 thru 6-13-2025	25	4	5
New Hire Orientation (Three full day sessions)	6-2-2025 thru 6-5-2025	15	4	0
Fire Safety (Five one-hour sessions)	5-21-2025 5-22-2025 6-10-2025	5	0	35
Supplemental Nutritional Assistance Program Learning Series (One full day session)	6-13-2025	5	3	4
Rhode Island Bridges Basics (Three full day sessions)	6-9-2025	15	1	3
Psychological Safety for Supervisors (Two full day sessions)	6-13-2025	3	0	11
Medicaid Hierarchy for Supervisors (Two full day sessions)	6-5-2025 thru 6-6-2025	10	0	5
Totals		**139**	**39***	**178***
Note: the asterisk number included projected attendance to trainings that have been scheduled and staff are registered to attend				

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	Self-Directed Learning: Learning Management System		
	Course Title	**Number of staff Enrolled**	**Number of Staff Completed**
Rhode Island Learning Center Trainings (These trainings are self-directed) *** This number is duplicated. Our participants are enrolled in various trainings.**	Civil Rights Annual Training 2025	441	134
	EBT Card Security Procedure 2025	437	210
	D-SNAP: Disaster SNAP 2025	437	297
	FTI-2025	447	237
	HIPAA, and Confidentiality 2025	446	205
	Voter Registration 2025	444	149
	CCAP Program Policy Refresher	344	291
	Claims Collection Recovery Unit	337	156
	Community Medicaid: Supplemental AVS Video	341	238
	Customer Relationship Management	149	91
	CSA Role Update Knowledge Transfer	142	100
	Domestic Violence 101	394	299
	Customer Portal Refresher – Part 1	434	306
	Customer Portal Refresher – Part 2	431	276
	Healthy Rhode Mobile App – Part 1	434	309
	Healthy Rhode Mobile App – Part 2	431	294
	Asset Verification System	320	205
	OCSS: Child Support Refresher Process	345	262
	RIBridges: Case Maintenance	436	303
	RIBridges: Case Notes Refresher	444	294
	RIBridges: Pre-Authorization Case Review - ET	261	230
	RIBridges: Pre-Authorization Case Review - Sup	76	60
	RIBridges: Scheduling Refresher	461	334
	RIBridges: Visit Record	510	325
	SNAP: Waivers & SNAP Interview Requirements	320	274
	SNAP: Income Accuracy – Part 1; Prospective Budgeting	298	208
	SNAP: Eligibility Determination	234	177
	SNAP: ABAWD Knowledge Transfer	372	249
	SNAP: ABAWD Refresher	361	281
	SNAP: ESAP	432	315
	Customer Relations	46	32
	Performance Feedback for Supervisors	70	46
	Time Management	56	38
	VCC: Knowledge Transfer	323	259
	VCC: LTSS Telephonic Signature	89	55
	VCC: Telephonic Signature	353	257
	VCC: Call Back Functionality	158	128
	VCC: SNAP Connect	327	223
	Totals	**12,381***	**8,147***
Inactive/retired courses	Sept. 22 Knowledge Transfer 7.40 (retired)	471	226
	Sept. 22 Knowledge Transfer 7.41 (retired)	460	222

* This number is duplicated. Our participants are enrolled in various trainings.	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 Renewal 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
	Totals	**14,400***	**8,863***

Training Descriptions

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. Besides introducing employees to the RIBridges system, participants learn:

- The organizational hierarchy
- DHS's mission and vision
- A broader understanding of DHS programs and services
- Policies and procedures regarding payroll, dress code, and other practices
- Rules, regulations, and laws surrounding Federal Tax Information (FTI), Civil Rights, Voter Registration, and Health Insurance Portability and Accountability Act (HIPAA)
- Basic navigation and data collection training in RIBridges

Child Care Assistance Program (CCAP) Office Hours: CCAP Office Hours provide staff with an open forum for staff to ask general system, policy or case-specific questions related to CCAP cases.

Medicaid Office Hours: Medicaid Office Hours are designed to be an open forum for staff to bring system and policy questions related to non-LTSS Medicaid being processing. Staff are invited to bring specific cases and questions for discussion with a Clinical Training Specialist.

RI Works (RIW) Office Hours: RI Works Office Hours provide staff with an open forum for staff to ask general system, policy, or case-specific questions related to RI Works cases they are processing.

RIBridges Basics Learning Series: This course provides an overview of the basic functionality and business processes within the RIBridges system, the integrated eligibility system the state uses to determine eligibility for health and human service benefit programs. Topics include, but are not limited to, the home screen, the visit record, application registration, scheduling, data collection, eligibility determination, search inquiries, and case notes.

Modified Adjusted Gross Income (MAGI) Learning Series: The MAGI training series provides participants with an introduction to MAGI policy and RIBridges screens as it relates to MAGI. This an in-person, four session training session with each session requiring approximately six hours to complete. Participants must attend all sessions to get the full training scope of the knowledge and skills offered. This training is intended for new eligibility technicians and employees who have not attended MAGI training since the RIBridges roll-out in 2016.

LTSS ET Learning Series: The LTSS Learning Series provides participants with an introduction and breakdown to the LTSS program and RIBridges screens as it relates to LTSS. Participants must attend all sessions in this five-day training series to get the full training scope of the knowledge and skills offered. This training is intended for eligibility technicians and supervisors who process LTSS applications.

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.

RIW/CCAP for ECA Learning Series: The RIW and CCAP learning series for Employment Career Advisors (ECA) provides participants with an in-depth knowledge of program policy and system navigation specific to the role, as well as a brief overview of policy and system knowledge learned in the RIW and CCAP eligibility learning series. This learning series provides an overview of topics that are specific to ECA program areas including, but not limited to, activity program requirements, review of RIBridges screens, referrals to the Family Violence Option Advocacy Program (FVOAP), motivational interviewing, and other interface walkthroughs.

Change Management for Supervisors: Change Management Support for Supervisor is a full day learning session. The session covers the following topics:

- Common effects of organizational changes and its impact
- Continuous improvements
- Managing others through change
- Communication skills
- Maintaining momentum

Fire Safety: This one-hour session covers the basics of fire safety to ensure staff are prepared in the event of a fire emergency. This session also provides valuable life-saving insights on hidden fire dangers, portable fire extinguishers, and more.

SNAP Learning Series: The SNAP Learning 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.

Psychological Safety for Supervisors: This training provides supervisors with guidance that helps them remain agile while supporting their mental health. It is intended to give staff the resources they need to feel confident about their contributions in a way that also emphasizes honesty and transparency.

Medicaid Hierarchy for Supervisors: The Medicaid Hierarchy for Supervisors Training builds upon foundational knowledge learned in the prerequisite Medicaid trainings and Medicaid Office Hours. Designed for supervising eligibility technicians, this training assists supervisors by giving them resources and information needed to help guide their teams in processing Medicaid cases successfully, in compliance with federal regulations and timeliness set by the Centers for Medicare and Medicaid Services (CMS).

PENDING NEW APPLICATIONS

All systems impacted by the December 2024 cyber breach have been fully restored and are fully operational. As of June 9, the total number of pending applications is 4,399 (inclusive of all applications). The number of overdue applications requiring DHS action is currently at 1,367 applications, representing a stable caseload.

With the system fully operational, DHS has returned to prioritizing the efficient, timely delivery of public benefits. Through consistent improvements to operations over the last year, DHS has demonstrated resilience in response to the breach and is on track to continue building on its momentum. With the pending caseload remaining stable and call center wait times reaching a recent average of 22 minutes, new initiatives at DHS are improving agency operations and customer experience. The SNAP Connect pilot in Pawtucket, allowing customers to call at their convenience for interviews and recertifications, highlights the positive impact of technology-driven enhancements. Data from May and April show average wait times for SNAP Connect queues were approximately two minutes and 30 seconds, a measure exceeding the target threshold needed to expand the initiative to customers in other cities and towns. This early data shows great promise in further reducing overall wait times, improving inquiry resolution, and enhancing accessibility and customer experience.

Importantly, the data supported the expansion of SNAP Connect into Woonsocket and Warwick, which was shared on social media and our website. We will continue to closely monitor interview completion rates and will adjust as necessary to ensure customers are aware of the new operational model for SNAP interviews, further improving efficiency at DHS.

This initiative, along with other technology enhancements like the document scanning centers, Technology Adoption Days, and IVR enhancements, will continue to improve customer satisfaction and help staff process applications efficiently and accurately.

Below, you will find a summary of tasks completed on Technology Adoption Day. On these days, education is provided to customers on navigating the technology resources available while staff work simultaneously on back-office tasks.

TASKS COMPLETED ON WEDNESDAYS

Beginning Week	Tasks Per Worker	# of Staff	Total Tasks Completed
May 4, 2025	30.2	13	393
May 11, 2025	20.3	25	508
May 18 2025	18.6	24	446
May 25, 2025	10.5	22	232
June 1, 2025	16.6	23	381

	Not Overdue			Overdue			Total
	Client	State	Total	Client	State	Total	Grand Total
SNAP Expedited	120	133	253	102	131	233	486
SNAP Non-Expedited	384	252	636	168	117	285	921
CCAP	33	93	126	3	65	68	194
GPA Burial	0	16	16	0	3	3	19
SSP	0	23	23	0	0	0	23
GPA	37	67	104	4	1	5	109
*RIW	126	80	206	25	25	50	256
Undetermined Medical	28	275	303	83	284	367	670
Medicaid-MAGI	38	15	53	43	40	83	136
Medicare Premium Payments	7	154	161	9	115	124	285
Medicaid Complex	12	418	430	13	452	465	895
LTSS	23	241	264	7	134	141	405
Grand Total	808	1,767	2,575	457	1,367	1,824	4,399

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

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SNAP TIMELINESS

In May 2025, there were 86,720 households that received benefits, and no RIBridges-related delays were reported. For new SNAP applications in May, approximately 79% (2,795) were processed timely. Approximately 21% (763) 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.

2,795 763

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

86,720
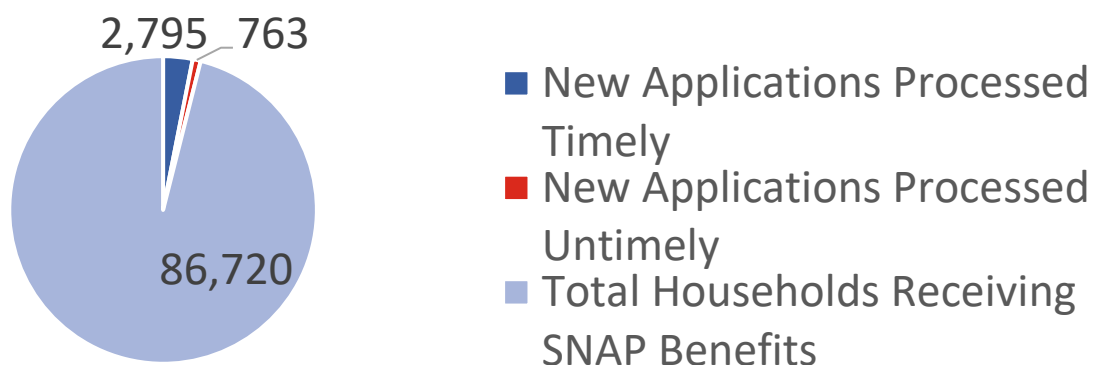
CALL CENTER

The volume and duration of calls for the weeks of April 27 through June 1, 2025, resulted in an average wait time of approximately **22 minutes.** While DHS has achieved its goal of reducing average wait times to under 30 minutes, we anticipate wait times to continue improving through technology enhancements planned for 2025.

Importantly, DHS expects to see continued improvement through efficiency focused initiatives such as the SNAP Connect pilot referenced earlier, which provides customers with more flexibility to complete SNAP interviews on their schedule. The pilot, which launched in April, is currently limited to Pawtucket, Warwick, and Woonsocket residents only. DHS will closely monitor the pilot and any impacts to Call Center volume to refine the operational model before it is expanded to other cities and towns. A press release and additional supporting materials is available on the DHS website.

This initiative as well as other enhancements and strategies collectively aim to improve customer service by reducing abandonment rates, promoting one-touch processing, and striving for a 30-minute or less wait time across all queues. DHS remains committed to excellence in service delivery through optimized processes, workforce training, and innovative technological solutions.

The busiest week at the Call Center is the **week beginning April 27, 2025, with 15,508 calls** to DHS. DHS continually monitors and reviews Call Center data to effectuate appropriate operational changes.
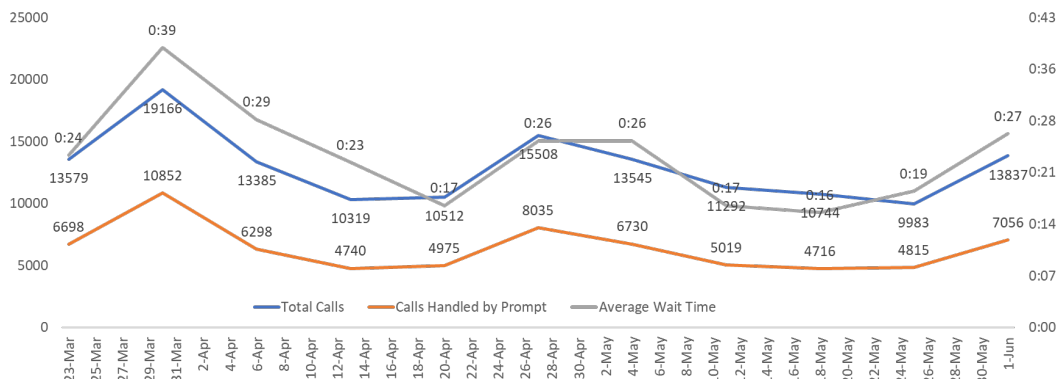
CCAP BATCH PAYMENTS

Below are the total number of batch payments made to child care providers for the current reporting period through June 15, 2025.

Batch	Date Issued	# of Providers	Amount after Union/PAC removed
24	5/1/2025	565	$2,703,943.68
24A	5/2/2025	21	$39,816.49
24B	5/9/2025	25	$27,891.67
25	5/15/2025	568	$2,636,888.02
25A	5/16/2025	25	$29,664.73
25B	5/23/2025	34	$76,044.82

	Providers	Payments
Total Batch (24,24A, & 24B)	611	$2,771,651.84
Off-Cycle (22A & 22B)	46	$67,708.16
Providers off-cycle/total	8.14%	
Payments off-cycle/total	2.50%	

	Providers	Payments
Total Batch (25, 25A, & 25B)	627	$2,742,597.57
Off-Cycle (25A & 25B)	59	$105,709.55
Providers off-cycle/total	10.39%	
Payments off-cycle/total	4.01%	

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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