



DEPARTMENT ON DISABILITY SERVICES

FY 2023 PERFORMANCE ACCOUNTABILITY REPORT

JANUARY 16, 2024

CONTENTS

Contents	2
1 Department on Disability Services	3
2 2023 Accomplishments	4
3 2023 Objectives	7
4 2023 Operations	8
5 2023 Strategic Initiatives	10
6 2023 Key Performance Indicators and Workload Measures	13

1 DEPARTMENT ON DISABILITY SERVICES

Mission: The mission of the Department on Disability Services (DDS) is to provide innovative high quality services that enable people with disabilities to lead meaningful and productive lives as vital members of their families, schools, workplaces and communities in every neighborhood in the District of Columbia.

Services: The Department on Disability Services (DDS) is composed of two Administrations that oversee and coordinate services for residents with disabilities through a network of private and not-for-profit providers. The Developmental Disabilities Administration (DDA) ensures that residents with intellectual disabilities receive the services and supports they need to lead self-determined and valued lives in the community. DDA achieves this through the delivery of outreach and service coordination services; the development and management of a provider network delivering community residential, day, vocational, employment and individual and family support services; and the operation of a comprehensive quality management program. The Rehabilitation Services Administration (RSA) delivers vocational rehabilitation services focusing on employment and training activities that allow persons with disabilities to experience a greater quality of life by obtaining and sustaining employment, economic self-sufficiency and independence. RSA provides employment marketing and placement services, vocational rehabilitation, and inclusive business enterprises. The Department on Disability Services also serves as the state agency for Social Security Disability Insurance Determinations under the direction of the Social Security Administration.

2 2023 ACCOMPLISHMENTS

Accomplishment	Impact on Agency	Impact on Residents
<p>DDS hosted its annual Provider and Resource Fair. The Provider and Resource Fair offered District residents with disabilities and their families opportunities to engage with organizations that provide a variety of supports. Participants met with DDS Providers, DC government agencies, and other community-based agencies providing supports and services to DC Residents with disabilities. During the event, attendees attended sessions in the following areas: Vocational Rehabilitation Services, Services for DC residents with sensory needs and independent living services, Future planning, Assistive Technology, Benefits Counseling and Transition Services. Approximately 550 individuals attended the in-person event held at the Washington Convention Center. Eighty-five service providers and community partners participated, delivered an overview of their services, and shared essential resources with attendees.</p>	<p>Continues DDS' Culture of Quality.</p>	<p>Allows Residents and Providers the opportunity to meet and share information which allows DDS to continue to provide quality services to residents of The District.</p>

(continued)

Accomplishment	Impact on Agency	Impact on Residents
<p>DDS hosted the 5th annual Latinx Conference for people with disabilities and their families. The conference was held on September 30, 2023, and 150 individuals representing individuals with disabilities, family members, and agency/organization staff attended. The Spanish-language-only conference was designed to provide Spanish-speaking people with disabilities and their family members with access to information, support, and resources in their native language. The conference was held at Columbia Heights Educational Campus at no cost to attendees. The conference theme was Promoting Health & Well-Being: Know Your Rights! During the conference, attendees attended sessions on Mental Health Supports, Future Planning, and Healthy Relationships. During the conference, attendees heard from various government and community-based organizations discussing supports and services in the District. Attendees also heard from people with disabilities on the importance of self-advocacy. At the end of the conference, attendees participated in a resource fair.</p>	<p>Department on Disability Services has committed to allowing all residents of the district the opportunity to lead fulfilling lives, the Latinx conference is another example of DDS' commitment to offering quality service delivery to everyone.</p>	<p>Provided Spanish-speaking residents of the District and their family members access to information, support, and resources in their native language while assisting District agencies in gaining a better understanding of the needs and experiences of Latinos with disabilities</p>

(continued)

Accomplishment	Impact on Agency	Impact on Residents
<p>RSA partnered with external consultants and held training sessions to further examine racial equity within the context of the workplace and build on the ongoing dialogue within the agency. Staff were guided through informed discussions and exercises to recognize the role they play in creating an inclusive culture that values and demonstrates equity. This partnership provides opportunities for increasing awareness on institutional and/or structural barriers affecting racial equity; ensuring that the DDS/RSA service delivery system's alignment with assessing racial equity gaps is properly understood and supported by all agency staff.</p>	<p>The Department on Disability Services initiated the rules and constraints that structure the agency's policy and procedures.</p>	<p>Establishes a nuanced, informed, and practically useful framework for analyzing the racial equity implications of policies.</p>

3 2023 OBJECTIVES

Strategic Objective

Provide high quality direct services and supports leading to the full inclusion of people with disabilities in the District.

Improve the quality of service planning and responsiveness of service coordination and advocacy to improve personal outcomes and customer satisfaction.

Improve the performance of DDS and provider community operations aligned with best practice to lead to improved personal outcomes and satisfaction.

Operate effective systems of continuous quality assurance and improvement to ensure the provider network is in compliance with District policies and regulations, ensures health and safety and mitigates risks.

Create and maintain a highly efficient, transparent, and responsive District government.

4 2023 OPERATIONS

Operation Title	Operation Description
Provide high quality direct services and supports leading to the full inclusion of people with disabilities in the District.	
Advancing Employment: Key Project	Provide supports to assist people with disabilities to prepare for, secure, regain, retain, or advance in employment and live as independently as possible in the community. This includes the provision of pre-employment transition services to high school students with disabilities (i.e., career planning, work readiness training, counseling on post secondary options, work based learning experiences and peer mentoring).
Consumer Resources: Daily Service	The array of home and community-based services offered under the DDA HCBS waiver or local funds for people with intellectual and developmental disabilities to live, work, and lead healthy lives.
Technology First: Key Project	Implement next stage of the Tech First Initiative for DC which includes (1) Securing a subject matter expert to train staff on how to implement tech first and expand access to technology, and (2) provide support so that people can have access to technology. .
Building a Culture of Quality: Key Project	The Culture of Quality Workgroup will leverage information collected during the FY22 implementation to further inform areas of improvement and quality alignment through the designated subgroups. The sub-groups will continue to meet monthly and report aggregated findings to the full Culture of Quality Committee.
Equity in Service Delivery and Desired Outcomes: Daily Service	With a focus on the equity in service availability and outcomes made available to D.C. Residents through the passing of the Racial Equity Achieves Results Act, DDS will continue to ensure that all aspects of the service delivery system are designed and implemented in ways that allow for equality amongst all those seeking services. In FY23, DDS will develop the agency specific Racial Equity Action Plan (REAP) which will identify specic goals with target outcomes relating to this initiative.
Improve the quality of service planning and responsiveness of service coordination and advocacy to improve personal outcomes and customer satisfaction.	
DDA Service Planning and Coordination: Daily Service	This division plans, coordinates and facilitates the provision of quality services; reviews the implementation and delivery of services and supports identified in the ISP and advocates for the person and his/her family.
Disability Determination Services: Daily Service	The District's Disability Determination Division processes claims for Social Security Disability Insurance determinations.
Vocational Rehabilitation Counselors: Daily Service	The Vocational Rehabilitation (VR) program provides vocational and rehabilitative services to individuals with disabilities to help them prepare for, secure, regain or retain employment.
New case management system: Key Project	Work with DHCF and DCOA to implement a new intake case management system for DDA.
Improve the performance of DDS and provider community operations aligned with best practice to lead to improved personal outcomes and satisfaction.	

(continued)

Operation Title	Operation Description
DDS Transition Plan: Key Project	Department on Disability Services will continue to implement the District's approved Statewide Transition Plan for the Medicaid Home and Community Based Services Intellectual and Developmental Disability waiver to achieve and sustain compliance with the federal Home and Community Based Services Settings Rule. This is required by Centers for Medicare and Medicaid Services to maintain funding for the waiver program and furthers Department on Disability Services' vision of leading a person-centered system that supports opportunities for employment and community inclusion for all people with intellectual and developmental disabilities.
PCT Training: Key Project	Person-centered thinking (PCT) is a philosophy behind service provision that supports positive control and self-direction of people's own lives. DDS is working to implement person-centered thinking through training sessions and other agency wide initiatives.
Operations: Daily Service	Responsible for provider relations, contract monitoring and processing of payments for all DDS services.
Consumer Resources and Operations: Daily Service	Personnel providing technical assistance and training to provider community on best practice, management of HCBS waiver operations and provision of clinical services, supports and monitoring.
Operate effective systems of continuous quality assurance and improvement to ensure the provider network is in compliance with District policies and regulations, ensures health and safety and mitigates risks.	
Quality Assurance (DDS): Daily Service	Maintain a system of quality assurance that ensures the safety and well-being of people with intellectual and developmental disabilities and identify possible barriers to service provisions within the provider community. Monitor internal and external provisions of services to ensure compliance with regulations and polices, and provisions in contracts with agency. Develop and update policies and procedures and ensure timely submission of all federal reports.

5 2023 STRATEGIC INITIATIVES

In FY 2023, Department on Disability Services had 6 Strategic Initiatives and completed 83.33%.

Title	Description	Update
Building a Culture of Quality	The Culture of Quality Workgroup will leverage information collected during the FY22 implementation to further inform areas of improvement and quality alignment through the designated subgroups. The sub-groups will continue to meet monthly and report aggregated findings to the full Culture of Quality Committee.	Completed to date:
Equity in Service Delivery and Desired Outcomes	With a focus on the equity in service availability and outcomes made available to D.C. Residents through the passing of the Racial Equity Achieves Results Act, DDS will continue to ensure that all aspects of the service delivery system are designed and implemented in ways that allow for equality amongst all those seeking services. In FY23, DDS will develop the agency-specific Racial Equity Action Plan (REAP) which will identify specific goals with target outcomes relating to this initiative.	Completed to date:

Increase Job Placements in Wards 7 & 8

Department on Disability Services has vocational rehabilitation counselors assigned to provide Vocational Rehabilitation services five days per week at the two American Job Centers in Ward 8 and 7 one day a week until the AJCs open up to more WIOA partners at the site 5 days a week. In addition to this, in FY 2023, five DDS employment coordinators (ECs) and Business Relations specialists will coordinate to conduct outreach to businesses in wards 7 and 8 to provide appropriate candidates for vacancies and provide support to businesses regarding the employment of people with disabilities, including training and technical assistance on the requirements of the Americans with Disabilities Act and support on the provision of accommodations. In addition, the ECs will periodically provide workshops on resume development, job search assistance services, interview techniques, and job placement support for people with disabilities.

Completed to date: Complete

For Q4, the transition employment coordinator job was developed in Wards 7 and 8. The transition employment coordinator has continued to establish employer relationships in Ward 7 and Ward 8. The transition employment coordinator assisted clients with job readiness training to obtain and retain employment throughout the District of Columbia. The transition employment coordinator conducts job readiness workshops such as resume development, job search assistance services, interview techniques, and job placement support for participants.

Reduction in Healthcare Disparities

Partner with a vendor providing Telehealth/Telemedicine Services that are designed for individuals with Intellectual and Developmental Disabilities (I/DD) residing in an Intermediate Care Facility, Residential Habilitation, Host Home, or Supported Living with the primary goal of providing an on-demand medical assessment to determine the best clinical course of action that limits the occurrences of unnecessary hospitalizations. This partnership strives to address the access to quality in-home healthcare disparities identified during the COVID-19 public health emergency for individuals with Intellectual and Developmental Disabilities (I/DD).

Completed to date: Complete

Expanding Telehealth Services that are designed for individuals with intellectual and Developmental Disabilities (I/DD) residing in an Intermediate Care Facility, Residential Habilitation, Host Home, or Supported Living by providing various medical assessments that determine appropriate actions and reducing unnecessary hospitalizations.

Tech First

1. Tech First Initiative Implementation efforts for FY23 include (1) Enrollment of DDS employees and Providers to participate in an Enabling Technology curriculum to increase their capacity in standardized best practices to effectively support people with disabilities with enabling technology integration and (2) Tech First Consultation services to provide technical assistance for the development of guidance materials/tools, waiver service definitions, utilization measures, policies, procedures, rules, and reimbursement structures to improve tech planning, implementation, and access within DDS service delivery system (3) Host a "Tech Fest" event to raise awareness amongst key stakeholders of the available tech solutions being used by persons with disabilities as a natural support tool to reach self-determination

Completed to date: 50-74%

1. Tech First Initiative Implementation efforts for FY23 include (1) Enrollment of DDS employees and Providers to participate in an Enabling Technology curriculum to increase their capacity in standardized best practices to effectively support people with disabilities with enabling technology integration and (2) Tech First Consultation services to provide technical assistance for the development of guidance materials/tools, waiver service definitions, utilization measures, policies, procedures, rules, and reimbursement structures to improve tech planning, implementation, and access within DDS service delivery system (3) Host a "Tech Fest" event to raise awareness amongst key stakeholders of the available tech solutions being used by persons with disabilities as a natural support tool to reach self-determination

Person Centered Organization

2. Person-Centered Organization Initiative Implementation efforts for FY23 include (1) Developing a Person-Centered Thinking refresher training (2) Offering the PCT refresher training to stakeholders quarterly (3) Providing opportunities for DDS Providers and DC Government employees to be PCT trainers (4); Increase the amount of PCO coaches across the agency

Completed to date:

6 2023 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

Key Performance Indicators

Measure	Directionality	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023	FY 2023 Target	Was 2023 KPI Met?
Provide high quality direct services and supports leading to the full inclusion of people with disabilities in the District.										
Percentage of high school students ages 16-22 with disabilities who receive at least one pre-employment transition service each school year.	Up is Better	80.1%	86.9%	28%	43.2%	79.5%	79.5%	79.5%	75%	Met
Average entry level wage for District of Columbia residents with disabilities successfully employed	Up is Better	17.34	18.2	19.97	19.45	19.41	20	\$19.81	16.5	Met
Percentage decrease in the total number of emergency room visits, per year, for people with IDD residing in licensed homes	Down is Better	New in 2023	New in 2023	Annual Measure	Annual Measure	Annual Measure	Annual Measure	7%	40%	Met
Percentage of participants who obtain a recognized postsecondary credential or employment as a result of participating in an education or training program during a program year	Up is Better	New in 2022	55.6%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	36%	36%	Met
Percent difference between actual and budgeted HCBS expenditures	Neutral	1%	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	8%	10%	Neutral Measure
Percentage decrease in the total number of unplanned inpatient hospitalizations per year, for people with IDD residing in licensed homes	Down is Better	New in 2023	New in 2023	Annual Measure	Annual Measure	Annual Measure	Annual Measure	8%	30%	Met
Improve the quality of service planning and responsiveness of service coordination and advocacy to improve personal outcomes and customer satisfaction.										
Percentage of Individual Support Plans (ISP) that are completed before the Individual Support Plan effective date	Up is Better	99.7%	99.4%	99.3%	99.4%	99.6%	97.7%	99%	86%	Met
Percentage of People with a Level of Need (LON) assessment completed before the Individual Support Plan meeting date	Up is Better	97.2%	95.7%	93.7%	96.9%	94.6%	93.5%	94.6%	86%	Met

Key Performance Indicators (continued)

Measure	Directionality	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023	FY 2023 Target	Was 2023 KPI Met?
Percentage of indicators that demonstrate compliance with vocational rehabilitation (VR) regulations and policies (based on monthly case reviews)	Up is Better	86%	78.1%	83.7%	89.8%	88.1%	88.8%	88.1%	86%	Met
Median Number of Calendar Days to Complete the Initial Individual Support Plan	Down is Better	36	49	27	42	42	41	39	90	Met
Improve the performance of DDS and provider community operations aligned with best practice to lead to improved personal outcomes and satisfaction.										
Percentage of Healthcare Management Plans that meet published standards	Up is Better	89.5%	92.5%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	95.2%	86%	Met
Operate effective systems of continuous quality assurance and improvement to ensure the provider network is in compliance with District policies and regulations, ensures health and safety and mitigates risks.										
Percentage of Investigations that are completed within 45 Days	Up is Better	100%	99.6%	97.8%	100%	100%	97.9%	98.9%	86%	Met
Percentage of people with restrictive interventions who have an approved Behavior Support Plan (BSP)	Up is Better	96.9%	96%	99%	100%	100%	100%	99.9%	86%	Met
Percentage of reported issues that are resolved on-time	Up is Better	90.6%	86.2%	85%	84.7%	89%	88%	86.7%	86%	Met
Percentage of applicable waiver providers currently passing certification	Up is Better	94.8%	97.8%	95.5%	100%	100%	100%	98.9%	86%	Met

Workload Measures

Measure	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023
Advancing Employment							
Number of people placed by Rehabilitation Services Administration that remained employed for 90 calendar days or more	Not Available	649	77	165	188	175	605
Building a Culture of Quality							
Rehabilitation Services Administration Clients Served	5,943	5,834	Annual Measure	Annual Measure	Annual Measure	Annual Measure	5694
Rehabilitation Services Administration Transition Referrals	526	777	Annual Measure	Annual Measure	Annual Measure	Annual Measure	891
Rehabilitation Services Administration Referrals	1,132	1,191	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1128
Consumer Resources							
DDA Prior Authorizations processed	11,380	9,877	Annual Measure	Annual Measure	Annual Measure	Annual Measure	9555
DDA Service Planning and Coordination							
DDA Clients Served	2,414	2,413	Annual Measure	Annual Measure	Annual Measure	Annual Measure	2511
DDA Applications for Services	91	112	Annual Measure	Annual Measure	Annual Measure	Annual Measure	268
DDA Serious Reportable Incidents (SRIs) Requiring Investigation	1,050	1,188	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1155
Disability Determination Services							
DDD Determinations	22,917	28,794	Annual Measure	Annual Measure	Annual Measure	Annual Measure	20,304
Quality Assurance (DDS)							
DDA Provider Certification Reviews (PCR) Conducted	97	114	Annual Measure	Annual Measure	Annual Measure	Annual Measure	126