

# Department on Disability Services FY2018

**Agency** Department on Disability Services

**Agency Code** JMO

**Fiscal Year** 2018

**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.

## 2018 Strategic Objectives

Objective Number	Strategic Objective	# of Measures	# of Operations
1	Provide high quality direct services and supports leading to the full inclusion of people with disabilities in the District.	6	5
2	Improve the quality of service planning and responsiveness of service coordination and advocacy to improve personal outcomes and customer satisfaction.	5	5
3	Improve the performance of DDS and provider community operations aligned with best practice to lead to improved personal outcomes and satisfaction.	3	5
4	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.	5	2
5	Create and maintain a highly efficient, transparent and responsive District government.**	9	0
<b>TOT</b>		<b>28</b>	<b>17</b>

## 2018 Key Performance Indicators

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target
<b>1 - Provide high quality direct services and supports leading to the full inclusion of people with disabilities in the District. (6 Measures)</b>									
Number of people placed by RSA that remained employed for 90 calendar days or more	<input type="checkbox"/>	643	645	670	650	623	675	600	675
Average entry level wages for people whose cases are closed successfully	<input type="checkbox"/>	\$12.06	\$13	\$13.5	\$13.3	\$14.1	\$13.5	\$14.6	\$13.8
Percentage increase in the number of people in supported or competitive employment supported by DDA over prior year.	<input type="checkbox"/>	Not available	Not available	Not Available	Not Available	Not Available	5%	9.5%	5%
Percentage increase in the number of people supported by DDA receiving integrated day/vocational services over prior year	<input type="checkbox"/>	Not available	Not available	Not Available	Not Available	Not Available	5%	-6.3%	5%

Percentage of students with disabilities who receive at least one pre-employment transition service each school year	<input type="checkbox"/>	Not available	Not available	Not Available	Not Available	Not Available	75%	49%	75%
Percent variance in HCBS expenditures versus budget forecast	<input type="checkbox"/>	Not available	Not available	Not Available	Not Available	Not Available	20%	10.2%	20%

**2 - Improve the quality of service planning and responsiveness of service coordination and advocacy to improve personal outcomes and customer satisfaction. (5 Measures)**

Percent of People with a Level of Need (LON) assessment completed before the ISP meeting date	<input type="checkbox"/>	58%	85%	86%	90%	87.9%	90%	89.8%	90%
Percentage of ISPs that are completed before the ISP effective date	<input type="checkbox"/>	94%	95%	95%	95%	96.5%	95%	96.4%	95%
Median Number of Days to Complete the Initial ISP	<input type="checkbox"/>	70	60	54	60	97.8	60	62	60
Percentage of NCI measures for which DDS is at or above the national average	<input type="checkbox"/>	Not available	Not available	Not Available	Not Available	58.2%	55%	44.7%	55%
Percentage of cases that demonstrate compliance with vocational rehabilitation (VR) regulations and policies (based on monthly case reviews)	<input type="checkbox"/>	Not available	Not available	Not Available	Not Available	Not Available	Not Available	23%	85%

**3 - Improve the performance of DDS and provider community operations aligned with best practice to lead to improved personal outcomes and satisfaction. (3 Measures)**

Percentage of DDA staff who have completed required competency based trainings	<input type="checkbox"/>	98%	95%	97%	95%	98.9%	95%	99.6%	95%
Percent of Healthcare Management Plans that meet published standards.	<input type="checkbox"/>	Not available	Not available	Not Available	Not Available	Not Available	86%	91.6%	86%
Percent of DDA provider agencies that achieve quality improvement goals.	<input type="checkbox"/>	Not available	Not available	Not Available	Not Available	Not Available	80%	91.1%	80%

**4 - 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. (5 Measures)**

Percentage of Investigations that are completed within required timelines	<input type="checkbox"/>	94%	95%	93%	95%	91.9%	95%	89.3%	95%
Percentage of applicable waiver providers currently receiving an annual certification	<input type="checkbox"/>	70%	75%	82%	80%	100%	85%	96.7%	85%
Percentage of reported issues that are resolved on-time	<input type="checkbox"/>	66%	85%	79%	86%	79.9%	86%	84.3%	86%
Percentage of people with restrictive interventions	<input type="checkbox"/>	55%	95%	90%	85%	92.2%	86%	91.6%	86%

who have an approved Behavior Support Plan (BSP)	<input type="checkbox"/>									
Percentage of Community Rehabilitation Programs (CRP) that meet HCA standards	<input type="checkbox"/>	Not available	Not available	Not Available	Not Available	Not Available	Not Available	100%	70%	

\*\*We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government." New measures will be tracked in FY18 and FY19 and published starting in the FY19 Performance Plan.

## 2018 Operations

Operations Header	Operations Title	Operations Description	Type of Operations	# of Measures	# of Strategic Initiatives
<b>1 - Provide high quality direct services and supports leading to the full inclusion of people with disabilities in the District. (5 Activities)</b>					
HCBS Waiver Renewal	HCBS Waiver Renewal	The home and community based services waiver (HCBS IDD waiver) that supports more than 1,650 District residents with intellectual disabilities to live as independently as possible in the community, with supports, is set to expire in November 2017. During FY 2017, DDS will work with stakeholders to submit a new waiver application to CMS so that we can continue to provide these critical community based supports.	Key Project	0	1
Employment First	Employment First	DDS will continue to lead interagency efforts to support opportunities for competitive integrated employment for people with disabilities, including applying for federal technical assistance and participation in Communities of Practice, as appropriate.	Key Project	0	1
DDA CONSUMER RESOURCES AND OPERATIONS	Consumer Resources	The array of home and community-based services offered under the DDA HCBS waiver or local funds for people with intellectual and developmental disabilities. These services include supports to live, work, and lead healthy lives.	Daily Service	1	0
RSA VOCATIONAL REHABILITATION SERVICES	VR, SE, and IL Services	Provide supports to assist people with disabilities to enter, retain, regain 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).	Daily Service	3	0
RSA BLIND & VISUAL IMPAIRMENT SERVICES	Blind & Visual Impairment Services	Provide vocational rehabilitation and independent living services to people who are blind; includes provision of supports to licensed vendors in the Randolph Sheppard Blind Facilities Program, and entrepreneurial program in which people who are blind operate vending facilities in Federal and District buildings.	Daily Service	0	0
<b>TOT</b>				<b>4</b>	<b>2</b>
<b>2 - Improve the quality of service planning and responsiveness of service coordination and advocacy to improve personal outcomes and customer</b>					

satisfaction. (5 Activities)					
DDA SERVICE PLANNING & COORDINATION	DDA Service Planning and Coordination	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.	Daily Service	2	0
DDA SERVICE PLANNING & COORDINATION	New case management system	Work with DHCF and DCOA to implement a new case management system to replace MCIS.	Key Project	0	1
No Wrong Door	No Wrong Door	Lead interagency efforts to implement standards and protocols for person-centered counseling and staff competencies for agencies in the District's Long Term Services and Supports system, aimed at developing a cross-agency, streamlined and coordinated, person-centered approach, to intake, assessment, and planning with people with disabilities, seniors, and their families	Key Project	0	1
DISABILITY DETERMINATION SERVICES	Disability Determination Services	The District's Disability Determination Division processes claims for Social Security Disability Insurance determinations.	Daily Service	1	0
RSA VOCATIONAL REHABILITATION SERVICES	Vocational Rehabilitation Counselors	The Vocational Rehabilitation (VR) program provides vocational and rehabilitative services to individuals with disabilities to help them prepare for, secure, regain or retain employment.	Daily Service	0	0
TOT				3	2

**3 - Improve the performance of DDS and provider community operations aligned with best practice to lead to improved personal outcomes and satisfaction. (5 Activities)**

RSA OPERATIONS	RSA Operations	Responsible for provider relations, contract monitoring and processing of payments for all vocational rehabilitation and independent living services.	Daily Service	0	0
DDS Transition Plan	DDS Transition Plan	DDS will implement for FY 2017 an updated Statewide Transition Plan for the Medicaid HCBS IDD waiver to achieve further compliance with the new federal HCBS Settings Rule. This is required by CMS to maintain funding for the waiver program and furthers DDS's vision of leading a person-centered system that supports opportunities for employment and community inclusion for all people with intellectual and developmental disabilities.	Key Project	0	1
TRAINING AND EMPLOYEE DEVELOPMENT	AMP staff development	Provision of staff training and management of training programs.	Daily Service	0	0
DDA CONSUMER RESOURCES AND OPERATIONS	Consumer Resources and Operations	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.	Daily Service	0	0

RSA OPERATIONS	PCT Training	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.	Key Project	0	1
TOT				0	2
<b>4 - 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. (2 Activities)</b>					
QUALITY ASSURANCE	Quality Assurance (DDA)	Maintaining a system of quality assurance that ensures the safety and well-being of people with intellectual and developmental disabilities and identifies possible barriers to service provisions within the provider community.	Daily Service	2	0
QUALITY ASSURANCE	Quality Assurance (RSA)	Monitors internal and external provision of services to ensure compliance with VR and IL regulations and policies, and provisions in contracts with the agency. Develops and updates policies and procedures, provides training for VR and IL staff and ensures timely submission of all federal reports.	Daily Service	0	0
TOT				2	0
<b>TOT</b>				<b>9</b>	<b>6</b>

## 2018 Workload Measures

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY2016 Actual	FY 2017 Actual
<b>1 - Consumer Resources (1 Measure)</b>					
DDA Prior Authorizations processed	<input type="checkbox"/>	Not available	Not Available	9339	10,039
<b>1 - VR, SE, and IL Services (3 Measures)</b>					
RSA Clients Served	<input type="checkbox"/>	Not available	Not Available	8582	7276
RSA Transition Referrals	<input type="checkbox"/>	Not available	Not Available	1054	796
RSA Referrals	<input type="checkbox"/>	Not available	Not Available	4058	3124
<b>2 - DDA Service Planning and Coordination (2 Measures)</b>					
DDA Clients Served	<input type="checkbox"/>	Not available	Not Available	2363	2367
DDA Applications for Services	<input type="checkbox"/>	Not available	Not Available	113	163

<b>2 - Disability Determination Services (1 Measure)</b>					
DDD Determinations	<input type="checkbox"/>	Not available	Not Available	604	625
<b>4 - Quality Assurance (DDA) (2 Measures)</b>					
DDA Serious Reportable Incidents (SRIs) Requiring Investigation	<input type="checkbox"/>	Not available	Not Available	1248	1237
DDA Provider Certification Reviews (PCR) Conducted	<input type="checkbox"/>	Not available	Not Available	93	92

## Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
RSA PCT Training	As part of the Unified State Workforce Development Plan (which runs from July 1, 2016 -June 30, 2020). RSA identified an appropriate training provider who understands person centered training (PCT) and has experience in using this in the vocational rehabilitation (VR) process. Beginning in September 2016, The PCT Training provider began training VR staff to increase the capability of staff to provide PCT on an on-going basis. In June of 2017, all VR staff successfully completed at least one third of the courses offered by the training provider. By June 30, 2018, and ongoing through June 30, 2020, to build to capacity, all VR staff will use person-centered training tools to develop employment goals that better reflect the strengths, interests, abilities, capabilities and resources of people served by RSA.	09-30-2018
Case Management Software Launch	The District of Columbia's Department of Health Care Finance (DHCF), Office on Aging (DCOA), and DDS intend to procure a new Clinical Case Management System (CCMS) to manage and coordinate the District's long-term services and supports (LTSS). The District must replace several legacy case management systems that, collectively, no longer enable the District to effectively manage LTSS for Medicaid beneficiaries, and in addition the District must create the technology infrastructure to support person-centered care management across agencies in alignment with No Wrong Door. DDS will work with DCOA, DHCF, and the chosen vendor to provide our business rules for implementation in the system. DDS will work with the vendor to migrate DDS data to new system. In FY18, the three agencies expect to complete the first phase of implementation. For DDS, the first phase will include the implementation of the majority of functionalities needed for case management for persons receiving support from DDA, which DDS anticipates will streamline processes and which will reflect a person-centered approach. DDS will ensure in FY18 that staff are trained, data is migrated appropriately, and that the system is functional.	09-30-2018
Employment First Initiative	DDS will coordinate inter-agency activities with DDS, DOES, DCHR, DCOA, DBH, DCPS, and OSSE to stimulate Employment First for youth, adults and elders, including participating in at least one federal grant/ technical assistance opportunity, coordinating a cross-agency leadership workgroup regarding cross-agency policy alignment efforts with DCHR for the District to become a model employer of people with disabilities; and to increase opportunities for employment for people with disabilities, support the implementation of the Workforce Innovation and Opportunity Act (WIOA) for youth and adults with disabilities, and continue to support provider and state staff capacity and competency through training and technical assistance. For FY18, DDS will complete (1) the design and implementation of at least 2 cross-agency pilot projects that promote employment and economic self-sufficiency outcomes for youth with disabilities; and (2) the development of youth transition/employment planning guidance for Employment First agencies, with input from people with disabilities, families and employers.	09-30-2018

	In FY18, DDS will also work with Able Opportunities through School Talk to train 24 students to use technology in the workplace to become more independent and efficient. Students as well as staff at the Project SEARCH sites will be trained to use the iPad technology. DDS will also continue the Aspiring Professionals Internship program with the intention of having RSA clients fill a variety of positions in District offices. The interns work for six months with the intention of being hired full time. The agency's goal is to have 20 clients interning any given time during FY 18.	
Lead No Wrong Door	In FY18, DDS will continue to lead District efforts to implement a No Wrong Door system to provide coordinated access to long term services and supports. For FY18, cross-agency resource portal will be available for public use; NWD is piloting person-centered greeting and linkage tools across partner agencies; adapting the person-centered planning training for ongoing learning opportunities, and sharing cultural and linguistic guidelines for intake.	09-30-2018
DDS Waiver Renewal	In FY18, DDS will work with DHCF to ensure the timely renewal of the current HCBS IDD waiver, which ends in November 2017, as well as publish implementing regulations and operationalize changes in services. The renewal application for the HCBS Waiver contains changes to the methods and standards for setting payment rates for some services, substantive changes to the amount, duration, and scope of some services, substantive changes to service definitions, proposes several new services, and changes some provider qualifications, among other things.	09-30-2018
DDS Transition Plan	DDS will implement for FY2018 an updated Statewide Transition Plan for the Medicaid HCBS IDD waiver to achieve further compliance with the new federal HCBS Settings Rule. This is required by CMS to maintain funding for the waiver program and furthers DDS's vision of leading a person-centered system that supports opportunities for employment and community inclusion for all people with intellectual and developmental disabilities. Specific milestones include updating the HCBS waiver, publishing implementing regulations, and making changes to certain policies and procedures	12-31-2018