

# Department on Disability Services FY2020

**Agency** Department on Disability Services

**Agency Code** JMO

**Fiscal Year** 2020

**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.

## Strategic Objectives

Objective Number	Strategic Objective
1	Provide high quality direct services and supports leading to the full inclusion of people with disabilities in the District.
2	Improve the quality of service planning and responsiveness of service coordination and advocacy to improve personal outcomes and customer satisfaction.
3	Improve the performance of DDS and provider community operations aligned with best practice to lead to improved personal outcomes and satisfaction.
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	Create and maintain a highly efficient, transparent, and responsive District government.

## Key Performance Indicators

Measure	Directionality	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 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>					
Percent of people placed by RSA that remained employed for 90 calendar days or more.	Up is Better	600%	610%	546%	46%
Average entry level wages for people who remained gainfully employed for 90 or more days	Up is Better	\$14.6	\$15.8	\$16.1	\$15
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	49%	77.8%	72.5%	75%
Percentage decrease in number of people receiving supports from DDA in facility-based day programs (determined by the number of authorized units)	Down is Better	9.5%	11%	2.7%	5%
Percentage increase in the number of people supported by DDA receiving integrated day/vocational services over prior year	Up is Better	-6.3%	-4.6%	42.7%	5%
Percentage variance in HCBS expenditures versus budget forecast	Down is Better	10.2%	6.8%	Waiting on Data	20%
<b>2 - Improve the quality of service planning and responsiveness of service coordination and advocacy to improve personal outcomes and customer satisfaction. (5 Measures)</b>					
Percentage of People with a Level of Need (LON) assessment completed before the ISP meeting date	Up is Better	89.8%	90.4%	96%	86%
Percentage of ISPs that are completed before the ISP effective date	Up is Better	96.4%	98.6%	99.5%	86%
Percentage of NCI measures for which DDS is at or above the national average	Up is Better	44.7%	55.2%	50%	55%

Measure	Directionality	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target
Percentage of indicators that demonstrate compliance with vocational rehabilitation (VR) regulations and policies (based on monthly case reviews)	Up is Better	23%	87.1%	88.4%	85%
Median Number of Days to Complete the Initial ISP	Down is Better	62	39	36	90
<b>3 - Improve the performance of DDS and provider community operations aligned with best practice to lead to improved personal outcomes and satisfaction. (2 Measures)</b>					
Percentage of Healthcare Management Plans that meet published standards	Up is Better	91.6%	83.5%	90.1%	86%
Percentage of settings that meet HCBS settings requirements	Up is Better	91.1%	94.1%	100%	86%
<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. (5 Measures)</b>					
Percentage of Investigations that are completed within 45 Days	Up is Better	89.3%	96.9%	99.6%	86%
Percentage of applicable waiver providers currently receiving an annual certification	Up is Better	96.7%	92%	100%	86%
Percentage of reported issues that are resolved on-time	Up is Better	84.3%	89.4%	90.4%	86%
Percentage of people with restrictive interventions who have an approved Behavior Support Plan (BSP)	Up is Better	91.6%	97.7%	95%	86%
Percentage of Community Rehabilitation Programs (CRP) that meet HCA standards	Up is Better	100%	98.1%	88.2%	85%

## Core Business Measures

Measure	Directionality	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
<b>5 - Create and maintain a highly efficient, transparent, and responsive District government. (10 Measures)</b>				
Contracts and Procurement - Percent of Small Business Enterprise (SBE) annual goal spent	Up is Better	New in 2019	New in 2019	Waiting on Data
Financial Management - Percent of local budget de-obligated to the general fund at the end of year	Down is Better	New in 2019	New in 2019	Waiting on Data
Financial Management - Quick Payment Act (QPA) Compliance - Percent of QPA eligible invoices paid within 30 days	Up is Better	New in 2019	New in 2019	98%
Human Resource Management - Average number of days to fill vacancy from post to offer acceptance	Down is Better	New in 2019	New in 2019	Waiting on Data
Human Resource Management - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft	Up is Better	New in 2019	New in 2019	Waiting on Data
Human Resource Management - Percent of eligible employees completing and finalizing a performance plan in PeopleSoft	Up is Better	New in 2019	New in 2019	98.6%
IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of "open" data sets identified by the annual Enterprise Dataset Inventory published on the Open Data Portal	Up is Better	New in 2019	New in 2019	Not Available
IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension	Down is Better	New in 2019	New in 2019	Waiting on Data
Human Resource Management - Percent of new hires that are DC residents (excludes temporary workers and contractors) (Updated by OCA)	Up is Better	New in 2020	New in 2020	New in 2020

Measure	Directionality	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Human Resource Management – Percent of employees that are DC residents (excludes temporary workers and contractors) (Updated by OCA)	Up is Better	New in 2020	New in 2020	New in 2020

\*The above measures were collected for all mayoral agencies in FY2019. The 2019 open data inventory includes data for calendar year 2018. Due to data lags, FY2019 data for the following core business measures will be available in March 2020: Contracts and Procurement - Percent of Small Business Enterprise (SBE) annual goal spent; Financial Management - Percent of local budget de-obligated to the general fund at the end of year; Human Resource Management - Average number of days to fill vacancy from post to offer acceptance; Human Resource Management - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft; and IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension.

## Operations

Operations Header	Operations Title	Operations Description	Type of Operations
<b>1 - Provide high quality direct services and supports leading to the full inclusion of people with disabilities in the District. (5 Activities)</b>			
RSA VOCATIONAL REHABILITATION SERVICES	Vocational Rehabilitation (VR), Supported Employment (SE), and Independent Living (IL) Services	The Vocational Rehabilitation (VR) program provides vocational and rehabilitative services to individuals with disabilities to help them prepare for, secure, regain, retain, or advance in employment and live as independently as possible in the community.	Daily Service
RSA BLIND & VISUAL IMPAIRMENT SERVICES	Blind and 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
Employment First	Advancing Employment	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).	Key Project
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 to live, work, and lead healthy lives.	Daily Service
IFS Waiver	Waiver	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 & 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.	Key Project
<b>2 - Improve the quality of service planning and responsiveness of service coordination and advocacy to improve personal outcomes and customer satisfaction. (4 Activities)</b>			
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
DISABILITY DETERMINATION SERVICES	Disability Determination Services	The District's Disability Determination Division processes claims for Social Security Disability Insurance determinations.	Daily Service

Operations Header	Operations Title	Operations Description	Type of Operations
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
DDA SERVICE PLANNING & COORDINATION	New case management system	Work with DHCF and DCOA to implement a new intake case management system for DDA.	Key Project
<b>3 - Improve the performance of DDS and provider community operations aligned with best practice to lead to improved personal outcomes and satisfaction. (4 Activities)</b>			
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
DISABILITY DETERMINATION SERVICES	Operations	Responsible for provider relations, contract monitoring and processing of payments for all DDS services.	Daily Service
DISABILITY DETERMINATION SERVICES	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
DDS Transition Plan	DDS Transition Plan	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.	Key Project
<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. (1 Activity)</b>			
QUALITY ASSURANCE	Quality Assurance (DDS)	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 policies, and provisions in contracts with agency. Develop and update policies and procedures and ensure timely submission of all federal reports.	Daily Service

## Workload Measures

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
<b>1 - Consumer Resources (1 Measure)</b>			
DDA Prior Authorizations processed	10,039	10,650	8523
<b>1 - Vocational Rehabilitation (VR), Supported Employment (SE), and Independent Living (IL) Services (3 Measures)</b>			
RSA Clients Served	7276	6594	5268
RSA Transition Referrals	796	725	713
RSA Referrals	3124	2500	4191
<b>2 - DDA Service Planning and Coordination (3 Measures)</b>			
DDA Clients Served	2367	2450	2491
DDA Applications for Services	163	175	207

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
DDA Serious Reportable Incidents (SRIs) Requiring Investigation	1237	1307	1229
<b>2 - Disability Determination Services (1 Measure)</b>			
DDD Determinations	625	595	26,286
<b>4 - Quality Assurance (DDS) (1 Measure)</b>			
DDA Provider Certification Reviews (PCR) Conducted	92	106	96

## Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
<b>Consumer Resources (1 Strategic Initiative)</b>		
Establish DDS as Technology First Agency	In FY20, the DDS "Technology First" initiative plans to expand access to technology for people with intellectual and developmental disabilities—with the goal of promoting their ability to live as independently as possible in the community. DDS is making the commitment to integrating technologies as another service and supports option when discussing with a person how they can be supported. DDS has developed the "Tech First Work Group" (TWG) to move forward with adopting a "Technology First" approach when considering how people with disabilities can be supported. The TWG is composed of DDS and external stakeholders who will work together to recommend a strategic plan to build the necessary foundation to support Technology First. The work group will explore strategies to create: <ul style="list-style-type: none"> <li>• Shared Vision</li> <li>• Equitable Access</li> <li>• Guidance Framework and Skilled Personnel</li> <li>• Supportive Policies &amp; Processes</li> <li>• Community Engagement</li> <li>• Assessment and Evaluation</li> </ul>	09-30-2020
<b>New case management system (1 Strategic Initiative)</b>		
Building a Culture of Quality	In FY20, DDS will implement and foster a robust and effective 'Building a Culture of Quality – Monitoring For & Incentivizing Outcomes' workgroup composed of DDS and external stakeholders/ providers. The workgroup is charged with (1) Reviewing and revising the DDS quality management system to balance compliance and outcomes; and (2) Developing rates that incentivize outcomes, starting with employment services.	09-30-2020
<b>Vocational Rehabilitation (VR), Supported Employment (SE), and Independent Living (IL) Services (1 Strategic Initiative)</b>		
Increase Job Placement in Ward 7 & 8	DDS has vocational rehabilitation counselors assigned to provide VR services five days per week at the two American Job Centers in Wards 7 and 8. In addition to this, beginning in FY 2020, five DDS employment coordinators (ECs) will coordinate to conduct outreach to businesses in wards 7 and 8 to provide appropriate candidates for vacancies and provide support to businesses regarding employment of people with disabilities, including training and technical assistance on the requirements of the Americans with Disabilities Act and support on provision of accommodations. In addition the ECs will periodically provide workshops at the AJCs on resume development, job search assistance services, interview techniques, and job placement support for people with disabilities. This initiative will increase employment opportunities for people with disabilities in wards 7 and 8; the two wards where approximately 50% of the people supported by RSA live.	09-30-2020
<b>Waiver (1 Strategic Initiative)</b>		

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
IFS Waiver	In FY20, DDS continued its partnership with DHCF to build a new Individual and Family Support (IFS) which is expected to launch in FY21. The IFS waiver will target people living in their natural homes and provide two new services that are not currently offered in the Home and Community Based Intellectual and Developmental Disability waiver; (1) Participant Directed Goods and Services which is a service that encourages self-direction; and (2) Education Service designed to support participants in the Individual and Family Supports waiver achieve greater employment outcomes. DDS anticipates the new IFS waiver to impact approximately thirty new people entering DDA services during the first two years and increasing to approximately fifty new people entering DDA services of the course of the five year waiver period.	09-30-2020