

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Executive Office of Mayor Muriel Bowser



Office of the City Administrator

January 15, 2021

Fiscal Year (FY) 2020 was an unprecedented year for all DC residents, businesses and the District Government. In March 2020—the second quarter of the fiscal year—Mayor Bowser declared a public health emergency and District government quickly pivoted to respond to the COVID-19 global health pandemic. To align with recommended social distancing and public safety guidelines, in just one day, over 60 percent of District government employees transitioned to a telework posture. In addition, many District agencies limited or temporarily ceased most in-person activities and services.

The global health emergency required the District to significantly reallocate financial and personnel resources to respond to the pandemic. With the change in operations and a substantial decrease in revenues, the District's response required all agencies to determine how to best provide services to District residents, visitors and employees, while maintaining the necessary protocols to help slow the spread of COVID-19.

As such, the global health pandemic greatly impacted some agencies' abilities to meet their FY20 key performance indicators (KPIs) and strategic initiatives established prior to its onset as agencies shifted resources to respond to COVID-19. Therefore, outcomes for KPIs and strategic initiatives reflect a shift in District priorities and efforts during this crisis. While we continue to believe strongly in performance tracking to improve District services, the data for FY20 is not fully indicative of agencies' performance and should be reviewed factoring in the unprecedented challenges encountered in FY 2020.

Sincerely,

A handwritten signature in black ink that reads 'Kevin Donahue'.

Kevin Donahue
Interim City Administrator



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.

Summary of 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.

2020 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
The Centers for Medicare and Medicaid Services (CMS) approved the District of Columbia to operate the new Individual and Family Support (IFS) Waiver and approved an amendment to the current Home and Community-Based Services for People with Intellectual and Developmental Disabilities (IDD) waiver. The new Individual and Family Support (IFS) Waiver offers a full range of health and clinical services for people with disabilities who have complex support needs and reside in their natural home. It provides individuals and their families with an alternative to institutional services and promotes community inclusion and independence. DDS has made amendments to the HCBS IDD Waiver to promote the use of natural supports, ensure the sustainability of the waiver and ensure the continuity of service delivery throughout the COVID-19 public health emergency through the inclusion of specific provisions impacting service delivery, provider payment rates and staffing allowances.		
Promoting the use of Enabling Technologies in the District to Individuals with Intellectual and Developmental Disabilities (I/DD) continued to be at the forefront for the Department on Disability Services in FY20. The Tech First Initiative made progress in identifying resources to build capacity and with establishing partnerships to move the initiative forward. In the closing of FY 20 DDS key accomplishments for the Tech First Initiative included 1) Development of a Remote Supports Training that will be launched in FY21. The training will equip DDS staff and providers with promising best practices to effectively plan and provide services and supports remotely to beneficiaries during COVID and beyond 2) Identified an Online Enabling Technology Accreditation Program that will be launched to a select group professionals, provider organizations, support staff to standardize Tech First approaches and create Tech First provider organizations 3) Established partnership with Maryland DDA and planning to host virtual events to spread awareness of the Technology First and available tech solutions to stakeholders, people with disabilities, and family members 4) Became a member of the Tech First State to State Consortium to share knowledge on Tech First implementation amongst Tech First States 5) Executed a contract with an Enabling Technology Subject Matter Expert to provide consultation for strategic planning and implementation that will start in FY 21.		
Understanding the need for maintaining a continuous system of support and impactful service delivery, DDS took a proactive approach to developing protocols and procedures that allowed for the work of the agency to continue within the context of the COVID-19 public health emergency. Through the duration of the public health emergency, employees of DDS worked remotely to provide essential support services to residents with disabilities. This alternative work environment required a real-time shift to a virtual service delivery structure and an innovative restructuring of work functions to align with the new challenges of offering intake, case management and service and supports remotely. Adhering to the guidance provided by the DC Department of Health, the Developmental Disabilities Administration (DDA) and Quality Assurance and Performance Management Administration (QAPMA), established an internal contact tracing process aimed at maintaining a database of those people that we support as well as staff within our provider network that have contracted COVID-19. Guidance was issued to DDA residential providers outlining requirements for screening protocols for employees and essential visitors, quarantine protocols, cleaning practices at the facilities and the availability of information distributed by DC Health. Regarding the impact of services delivered during the public health emergency for those seeking vocational services from the Rehabilitation Services Administration (RSA), the shift to virtual service delivery didn't deter the outcome driven approach to employment placements as 500 people were able to find employment and maintain jobs contributing to the overall workforce system. In addition, RSA seamlessly transitioned its Disability Determination Division to an exclusively virtual model and continued eligibility determinations for people applying for SSI and SSDI. These internal processes and procedures were developed as part of an ongoing effort to significantly slow the spread of COVID-19 for people supported by DDS and the staff who support them, and to protect the health, safety, and welfare of these District of Columbia residents while remaining committed to the mission of the agency.		

2020 Key Performance Indicators

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
1 - Provide high quality direct services and supports leading to the full inclusion of people with disabilities in the District. (6 Measures)												
Number of people placed by RSA that remained employed for 90 calendar days or more.	Annually	600	610	546	46	Annual Measure	Annual Measure	Annual Measure	Annual Measure	522	Met	
Average entry level wages for people who remained gainfully employed for 90 or more days	Quarterly	\$14.6	\$15.8	\$16.1	\$15	\$15.2	\$16.1	\$18.6	\$17.6	\$67.5	Met	
Percentage of high school students ages 16-22 with disabilities who receive at least one pre-employment transition service each school year.	Annually	49%	77.8%	72.5%	75%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	88.23%	Met	

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
Percentage decrease in number of people receiving supports from DDA in facility-based day programs (determined by the number of authorized units)	Annually	9.5%	11%	2.7%	5%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	-17%	Met	
Percentage increase in the number of people supported by DDA receiving integrated day/vocational services over prior year	Annually	-6.3%	-4.6%	42.7%	5%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	-8%	Unmet	While DDS remained open throughout the duration of the COVID-19 Public Health Emergency, there were limitations placed on the types of services offered in particular day and vocational settings. Working within these limitations, DDS has collaborated with providers to ensure that all necessary resources and supports are provided in a manner consistent with public health requirements and DC Health recommendations. Updates have been made to our service delivery allowances (via policy changes) that will impact the availability and offerings of day/vocational services for FY21.
Percentage variance in HCBS expenditures versus budget forecast	Annually	10.2%	6.8%	Waiting on Data	20%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	12%	Met	
2 - Improve the quality of service planning and responsiveness of service coordination and advocacy to improve personal outcomes and customer satisfaction. (5 Measures)												
Percentage of People with a Level of Need (LON) assessment completed before the ISP meeting date	Quarterly	89.8%	90.4%	96%	86%	93.9%	98.5%	96.3%	94%	95.5%	Met	
Percentage of ISPs that are completed before the ISP effective date	Quarterly	96.4%	98.6%	99.5%	86%	99.8%	99.6%	99.5%	100%	99.7%	Met	
Percentage of NCI measures for which DDS is at or above the national average	Annually	44.7%	55.2%	50%	55%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	No data available		
Percentage of indicators that demonstrate compliance with vocational rehabilitation (VR) regulations and policies (based on monthly case reviews)	Quarterly	23%	87.1%	88.4%	85%	91%	91%	90%	86%	88.2%	Met	

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
Median Number of Days to Complete the Initial ISP	Quarterly	62	39	36	90	45	40	48	46	45	Met	
3 - Improve the performance of DDS and provider community operations aligned with best practice to lead to improved personal outcomes and satisfaction. (2 Measures)												
Percentage of Healthcare Management Plans that meet published standards	Annually	91.6%	83.5%	90.1%	86%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	86.73%	Met	
Percentage of settings that meet HCBS settings requirements	Annually	91.1%	94.1%	100%	86%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Met	
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 45 Days	Quarterly	89.3%	96.9%	99.6%	86%	100%	97.6%	99.7%	100%	99.2%	Met	
Percentage of applicable waiver providers currently receiving an annual certification	Quarterly	96.7%	92%	100%	86%	100%	100%	100%	100%	100%	Met	
Percentage of reported issues that are resolved on-time	Quarterly	84.3%	89.4%	90.4%	86%	90.3%	90.7%	93.5%	92.9%	91.7%	Met	
Percentage of people with restrictive interventions who have an approved Behavior Support Plan (BSP)	Quarterly	91.6%	97.7%	95%	86%	94.8%	90.9%	100%	95.2%	95.2%	Met	
Percentage of Community Rehabilitation Programs (CRP) that meet HCA standards	Quarterly	100%	98.1%	88.2%	85%	100%	100%	100%	97.2%	99%	Met	

2020 Workload Measures

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 PAR
1 - Consumer Resources (1 Measure)							
DDA Prior Authorizations processed	10,650	8523	Annual Measure	Annual Measure	Annual Measure	Annual Measure	13,663
1 - Vocational Rehabilitation (VR), Supported Employment (SE), and Independent Living (IL) Services (3 Measures)							
RSA Clients Served	6594	5268	Annual Measure	Annual Measure	Annual Measure	Annual Measure	6069
RSA Transition Referrals	725	713	Annual Measure	Annual Measure	Annual Measure	Annual Measure	528
RSA Referrals	2500	4191	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1283
2 - DDA Service Planning and Coordination (3 Measures)							
DDA Clients Served	2450	2491	Annual Measure	Annual Measure	Annual Measure	Annual Measure	2409
DDA Applications for Services	175	207	Annual Measure	Annual Measure	Annual Measure	Annual Measure	131
DDA Serious Reportable Incidents (SRIs) Requiring Investigation	1307	1229	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1230
2 - Disability Determination Services (1 Measure)							
DDD Determinations	595	26,286	Annual Measure	Annual Measure	Annual Measure	Annual Measure	22,095

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 PAR
4 - Quality Assurance (DDS) (1 Measure)							
DDA Provider Certification Reviews (PCR) Conducted	106	96	Annual Measure	Annual Measure	Annual Measure	Annual Measure	89

2020 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
1 - Provide high quality direct services and supports leading to the full inclusion of people with disabilities in the District. (5 Activities)			
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
2 - Improve the quality of service planning and responsiveness of service coordination and advocacy to improve personal outcomes and customer satisfaction. (4 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
DISABILITY DETERMINATION SERVICES	Disability Determination Services	The District's Disability Determination Division processes claims for Social Security Disability Insurance determinations.	Daily Service
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
3 - Improve the performance of DDS and provider community operations aligned with best practice to lead to improved personal outcomes and satisfaction. (4 Activities)			
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
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)			
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

2020 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Consumer Resources (1 Strategic Initiative)				
Establish DDS as Technology First Agency	<p>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:</p> <ul style="list-style-type: none"> • Shared Vision • Equitable Access • Guidance Framework and Skilled Personnel • Supportive Policies & Processes • Community Engagement • Assessment and Evaluation 	Complete	<p>DDS has executed a contract with a national Subject Matter Expert (SME) to receive consultation in Technology First systems change implementation. The SME will work with "Tech First Work Group" and DDS to develop strategies to implement the Tech First initiative. Key activities will include 1) Conducting System Assessment 2) Launching Enabling Technology Trainings 3) Building District Partnerships 4) Increasing Enabling Technology Vendors 5) Raising Awareness of people with disabilities, family members, and stakeholders 6) Modifying and Creating policy & procedures to improve access to Technology 7) Hosting web-series to showcase tech solutions and best practices</p>	
New case management system (1 Strategic Initiative)				
Building a Culture of Quality	<p>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.</p>	Complete	<p>DDS restarted the COQ committee in August following the suspension of the committee in Q2 because of the COVID-19 Pandemic. The group has started regrouping on the subcommittee work around data, quality, ISP planning, and database streamlining.</p>	
Vocational Rehabilitation (VR), Supported Employment (SE), and Independent Living (IL) Services (1 Strategic Initiative)				
Increase Job Placement in Ward 7 & 8	<p>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.</p>	Complete	<p>The Business Relations Specialist coordinated cross training for the American Job Center staff on disability awareness education. Members of the RSA Sensory unit presented on Deaf Awareness and Low Vision Awareness, on March 6th. Approximately 25 AJC center employees participated in the training, which took place at the DOES headquarters. The One-stop Operator team was instrumental in getting the AJC team coordinated.</p>	
Waiver (1 Strategic Initiative)				
IFS Waiver	<p>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.</p>	Complete	<p>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; Education Supports Service designed to support participants in the Individual and Family Supports waiver achieve greater employment outcomes. DDS anticipates to adding the option of self-direction during WY2 of the IFS waiver. 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. The IFS waiver was submitted to CMS on August 3, 2020 for approval.</p>	