



DEPARTMENT ON DISABILITY SERVICES

FY 2022 PERFORMANCE AND ACCOUNTABILITY REPORT

FEBRUARY 2, 2023

CONTENTS

Contents	2
1 Department on Disability Services	3
2 2022 Accomplishments	4
3 2022 Objectives	6
4 2022 Operations	7
5 2022 Strategic Initiatives	9
6 2022 Key Performance Indicators and Workload Measures	12

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 2022 ACCOMPLISHMENTS

Accomplishment	Impact on Agency	Impact on Residents
<p>Seventeen DDS providers participated in the SHIFT Enabling Technology Educational program to increase providers' capacity to support people with disabilities using tech exploration, acquisition, and implementation. Upon completion of the program, nine provider agencies achieved Accreditation in Enabling Technology Best Practices. Additionally, DDS Hosted the Inaugural Tech Fest Summit (with 144 attendees) which introduced the disability community to the tech industry and raised awareness amongst stakeholders of emerging tech solutions that enable people with disabilities to live independently in the home, community, and workplace.</p>	<p>Addressing the need for access to quality in-home healthcare for individuals with IDD, DDS implemented the Urgent Care Telehealth program.</p>	<p>DDS service delivery systems were reviewed via technical assistance offered during the development of service definitions and regulations intended to expand Remote Support services and improve access to technology for people with disabilities enrolled in the IDD Waiver Program.</p>
<p>D.C. Law 24-117 "Developmental Disability Eligibility Reform Amendment Act of 2022" modifies who is eligible to receive waiver services by expanding IDD and IFS Waiver services to individuals with DD without a diagnosis of an Intellectual Disability (ID). The DD eligibility expansion incorporates modifications to the definitions of DD and ID and amends the waiver eligibility criteria to acknowledge that onset of ID can occur after age 18 up to age 22; whereas criteria historically required onset of ID prior to the age of 18.</p>	<p>Updates the people that are eligible to receive waiver services.</p>	<p>NA</p>

(continued)

Accomplishment	Impact on Agency	Impact on Residents
<p>The Centers for Medicare and Medicaid Services (CMS) approved the District's application to renew the Individuals with Intellectual and Developmental Disabilities Waiver and amend the Individual and Family Supports Waiver. The approval allows DDS to implement important changes in its waiver services to up to 2,033 people in FY 2023, including the ability to allow us to implement self-directed services for people, beginning in the calendar year 2023. This allows people supported to identify their own staff. Through this program, the person has people they are familiar with providing their support, which encourages greater independence and autonomy.</p>	<p>It allows DDS to implement self-directed services for people.</p>	<p>NA</p>

3 2022 OBJECTIVES

Strategic Objective	Number of Measures	Number of Operations
Provide high quality direct services and supports leading to the full inclusion of people with disabilities in the District.	6	5
Improve the quality of service planning and responsiveness of service coordination and advocacy to improve personal outcomes and customer satisfaction.	4	4
Improve the performance of DDS and provider community operations aligned with best practice to lead to improved personal outcomes and satisfaction.	1	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.	4	1
Create and maintain a highly efficient, transparent, and responsive District government.	11	0

4 2022 OPERATIONS

Operation Title	Operation Description	Type of Operation
Provide high quality direct services and supports leading to the full inclusion of people with disabilities in the District.		
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
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
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. Various tasks pertaining to case management system updates, data analyses and process/procedure evaluation will be completed in efforts to inform the discussion on necessary areas of focus that will allow DDS to strengthen its' ability to provide fair and equitable service delivery system.	Daily Service
Technology First	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.	Key Project
Building a Culture of Quality	Follow-up with sub-committees developed within the Culture of Quality Workgroup to determine how the current focus was impacted by the pandemic and plans needed to sustain the necessary service response. Efforts will be made towards developing a plan to ensure we maintain the work and quality focus that has been reinforced by this workgroup.	Key Project
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	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

(continued)

Operation Title	Operation Description	Type of Operation
Disability Determination Services	The District's Disability Determination Division processes claims for Social Security Disability Insurance determinations.	Daily Service
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

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

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
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
Operations	Responsible for provider relations, contract monitoring and processing of payments for all DDS services.	Daily Service
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

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)	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.	Daily Service
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5 2022 STRATEGIC INITIATIVES

In FY 2022, Department on Disability Services had 5 Strategic Initiatives and completed 100%.

Title	Description	Completion to Date	Update	Explanation for Incomplete Initiative
Advancing Employment	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 Wards 7 and 8. In addition to this, in FY 2021, five DDS employment coordinators (ECs) and Business Relations Specialist 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 on resume development, job search assistance services, interview techniques, and job placement support for people with disabilities.	Complete	For Q4, the transition employment coordinator job was developed in Wards 7 and 8. The transition employment coordinator has established relationships with Busboys and Poets, Giant, IHOP, Marshall Heights Community Development, and Rainbow Retail Shop. During Q4, the transition employment coordinator assisted clients living in Wards 7 and 8 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 who live in Wards 7 and 8.	
Building a Culture of Quality	The Culture of Quality Committee is focusing on two initiatives: (1) evaluating the individual planning process for people who receive services and supports through RSA and DDA (i.e. Individual Support Plan for DDA and Individual Employment Plan for RSA); (2) assessing the monitoring tools and data to identify where systems align to produce positive outcomes, where gaps exist, and where redundancies are found.	Complete	The Culture of Quality (CoQ) workgroups have continued to meet and engage stakeholders as plans for the development/update of monitoring tools and data resources are in the design phase. Efforts will continue in FY23 as we chart progress and ensure continued alignment with the CoQ goal.	

Reduction of Healthcare Disparities	Partner with a vendor providing Telehealth/Telemedicine Services that are designed for individuals with Intellectual and Developmental Disabilities (I/DD) residing in Intermediate Care Facility, Residential Habilitation, Host Home, and other long-term services with the primary goal of providing an on demand medical assessment aimed at determining the best clinical course of action which 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).	Complete	1) In Q4 for July and August, 90 calls were made to Telehealth services. 92 % of the people served resulted in being observed in place and 8% resulted in requiring hospital transfer.
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. Various tasks pertaining to case management system updates, data analyses and process/procedure evaluation will be completed in efforts to inform the discussion on necessary areas of focus that will allow DDS to strengthen its' ability to provide fair and equitable service delivery system.	Complete	The DDS Action team has facilitated discussions with internal and external stakeholders, as well as presented on the District's efforts at the National Home and Community Based Services (HCBS) conference. Feedback from these discussions will inform the REAP development that will be completed in FY23.

Technology First	<p>Tech First Initiative Implementation efforts for FY22 include (1) Enrollment of 17 DDS Providers to participate in the SHIFT Enabling Technology curriculum to obtain Technology First Accreditation in standardized best practices to effectively support people with disabilities with enabling technology integration (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) co-host a “Tech Fest” event in partnership with Maryland 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, and (4) launch 4 ARPA funded Tech First projects throughout FY22-24 as outlined in DHCF ARPA Spend Plan.</p>	Complete	<p>1) DDS hosted its inaugural Tech Fest Summit at MLK Library 2) Through the DDS waiver renewal expansion of allowable services that can be provided remotely has been completed 3) DDS has revised its assistive technology services rule 4) DDS drafted the Remote Support policy and procedure</p>
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6 2022 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

Key Performance Indicators

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
Provide high quality direct services and supports leading to the full inclusion of people with disabilities in the District.											
Percent decrease in the number of people sent to the ER in response to a perceived health need over prior year	Down is Better	New in 2022	New in 2022	New in 2022	Annual Measure	Annual Measure	Annual Measure	Annual Measure	40.53%	-	
Percentage variance in HCBS expenditures versus budget forecast	Neutral	12%	1%	10%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	5%	Neutral Measure	
Average entry level wages for people placed in District of Columbia.	Up is Better	17.6	17.34	16.5	\$16.21	\$17.37	\$18.66	\$19.17	\$18.2	Met	
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	88.2%	80.1%	75%	53%	68%	82.7%	86.9%	86.9%	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	Neutral	New in 2022	New in 2022	New in 2022	Annual Measure	Annual Measure	Annual Measure	Annual Measure	55.56%	-	
Percent decrease in the number of people subsequently admitted to Hospital after initial ER visit	Down is Better	New in 2022	New in 2022	New in 2022	Annual Measure	Annual Measure	Annual Measure	Annual Measure	-20%	-	
Improve the quality of service planning and responsiveness of service coordination and advocacy to improve personal outcomes and customer satisfaction.											
Percentage of ISPs that are completed before the ISP effective date	Up is Better	99.7%	99.7%	86%	99.3%	99.2%	99.5%	99.7%	99.4%	Met	
Percentage of People with a Level of Need (LON) assessment completed before the ISP meeting date	Up is Better	95.5%	97.2%	86%	96.9%	94.9%	95.9%	95%	95.7%	Met	

Key Performance Indicators (continued)

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
Percentage of indicators that demonstrate compliance with vocational rehabilitation (VR) regulations and policies (based on monthly case reviews)	Up is Better	86.3%	86%	86%	74.8%	72.9%	81.1%	83.2%	78.1%	Nearly Met	The perceived barrier to achieving this KPI was the addition of new questions to the case review quality assurance worksheet to enhance the review of cases ensuring we are meeting required compliance, documentation, and reporting mandates (locally/federally) as well as providing cleaner cases for better service provision for our consumers. The enhanced worksheet was also an enacted measure to help provide better oversight and accountability for counseling staff relative to their case management expectations. As we look to continue to improve on this KPI, it is of note that we improved the performance percentage for each of the three quarters following Q1, and we fully expect to achieve 86% or better in FY 23'.
Median Number of Calendar Days to Complete the Initial ISP	Down is Better	45	36	90	49	42	54	49	49	Met	

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

Key Performance Indicators (continued)

Measure	Directionality	FY 2020	FY 2021	FY 2022 Target	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022	Was 2022 KPI Met?	Explanation of Unmet KPI
Percentage of Healthcare Management Plans that meet published standards	Up is Better	86.7%	89.5%	86%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	92.5%	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 applicable waiver providers currently passing certification	Up is Better	100%	94.8%	86%	100%	100%	100%	92%	97.8%	Met	
Percentage of Investigations that are completed within 45 Days	Up is Better	99.2%	100%	86%	99.3%	100%	99.1%	100%	99.6%	Met	
Percentage of people with restrictive interventions who have an approved Behavior Support Plan (BSP)	Up is Better	95.2%	96.9%	86%	100%	93.6%	95.9%	94.6%	96%	Met	
Percentage of reported issues that are resolved on-time	Up is Better	91.7%	90.6%	86%	88.7%	85.5%	90%	81.5%	86.2%	Met	

Workload Measures

Measure	FY 2020	FY 2021	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022
Advancing Employment							
Number of people placed by RSA that remained employed for 90 calendar days or more	New in 2022	New in 2022	Annual Measure	Annual Measure	Annual Measure	Annual Measure	649
Building a Culture of Quality							
RSA Clients Served	6069	5943	Annual Measure	Annual Measure	Annual Measure	Annual Measure	5834
RSA Transition Referrals	528	526	Annual Measure	Annual Measure	Annual Measure	Annual Measure	777
RSA Referrals	1283	1132	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1191
Consumer Resources							
DDA Prior Authorizations processed	13,663	11,380	Annual Measure	Annual Measure	Annual Measure	Annual Measure	9877
DDA Service Planning and Coordination							
DDA Clients Served	2409	2414	Annual Measure	Annual Measure	Annual Measure	Annual Measure	2413
DDA Applications for Services	131	91	Annual Measure	Annual Measure	Annual Measure	Annual Measure	112
DDA Serious Reportable Incidents (SRIs) Requiring Investigation	1230	1050	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1188
Disability Determination Services							
DDD Determinations	22,095	22,917	Annual Measure	Annual Measure	Annual Measure	Annual Measure	28,794
Quality Assurance (DDS)							
DDA Provider Certification Reviews (PCR) Conducted	89	97	Annual Measure	Annual Measure	Annual Measure	Annual Measure	114