

# Department of Human Services FY2016

**Agency** Department of Human Services

**Mission** The mission of the District of Columbia Department of Human Services (DHS), in collaboration with the community, is to assist low-income individuals and families to maximize their potential for economic security and self-sufficiency.

**Summary of Services** The mission of DHS is achieved via three agency programs. **Agency Management** provides for administrative and operational support to achieve programmatic results. **Family Services Administration o Homeless Services** provides a continuum of services to individuals and families who are homeless or at risk of homelessness, so that they can obtain and/or maintain improved housing; **Family Services** provides social services, case management and crisis intervention to meet the needs of vulnerable adults and families with children; **Economic Security Administration o Income Assistance Services** Administers the Temporary Assistance for Needy Families (TANF) program, which provides temporary income support assistance for low-income families while helping them improve their long-term employability and achieve family-sustaining income; Administers the Food Stamp program, which is designed to provide supplemental nutrition assistance to individuals and families in need, and support their return to long-term employability; Administers the District of Columbia Interim Disability Assistance program, which provides assistance to Supplemental Security Income (SSI) applicants pending SSI determination. **Eligibility Determination Services** Determines eligibility for the District of Columbia's child care subsidy program and an array of Federal and District medical assistance programs, including Medicaid, Children's Health Insurance Program (CHIP), D.C. Healthcare Alliance Program.

## 2016 Objectives

### FY16 Objectives

Objective Number	Objective Description
<b>Economic Security Administration (2 Objectives)</b>	
1	Increase Access to Meaningful Employment for TANF Recipients
2	Streamline Eligibility Enrollment Operations
<b>Family Services Administration (3 Objectives)</b>	
1	Address the needs of persons experiencing homelessness in the District of Columbia
2	Provide better outcomes for homeless families and youth
3	Safeguard and improve the quality of life for vulnerable adults
<b>Office of the Director (1 Objective)</b>	
1	Develop a culture and operational infrastructure dedicated to continuous improvement and positive outcomes

## 2016 Key Performance Indicators

Measure	Division	Frequency of Reporting	FY 2013	FY 2014	FY 2015	FY 2015 Target	FY 2016 Target
<b>1 - Address the needs of persons experiencing homelessness in the District of Columbia (2 Measures)</b>							

Number of former households that experienced homelessness who are now receiving housing and supportive services through the permanent supportive housing	Quarterly	1,333	1,284	1,484	1,595	1745
Percent of participants in permanent supportive housing that were housed in the prior fiscal year that maintain housing in the current fiscal year	Quarterly	93	93	95	90	90

**1 - Increase Access to Meaningful Employment for TANF Recipients (6 Measures)**

Number of Customers exiting TANF due to earnings	Quarterly	1,636	2,064	2,357	2,200	2277
Percent of customers fully participating of those assigned to a TANF employment service provider	Quarterly	27	23	27		27
Number of newly employed customers of those who are receiving services	Quarterly	2,347	2,864	3,133		0
Number of customers retaining employment for six months or more	Quarterly	1,252	2,123	2,947		2869
Number of customers who started new educational and training programs	Quarterly	1,436	1,228	1,377		1500
Number of customers waiting to be assigned to a TANF employment service provider	Quarterly		3,207	340		200

**2 - Provide better outcomes for homeless families and youth (5 Measures)**

Number of families provided with crisis intervention and stabilization services through the Strong Families Program	Quarterly	1,134	943	1,203	1,500	1500
Percent of teen parents receiving services from the Teen Parent Assessment Program who are consistently attending their educational program (high school, GED, or other program) or who consistently attend and fulfilled the other requirements to successfully complete their educational program	Quarterly		96	63	70	70
Percent of teen parents receiving services from the Teen Parent Assessment Program who do not have additional pregnancies during the reporting year	Quarterly		96	98	95	95

Percent of youth engaged in the ACE and PASS programs who show more than 15% improvement in attendance when truancy is a referring behavior	Quarterly	66	78	71	70	
Percent of youth diverted to ACE who complete the program without additional legal involvement and show improvements in overall functioning, as indicated by their Child and Adolescent Functional Assessment (CAFAS) Scores	Quarterly			92	70	70
<b>2 - Streamline Eligibility Enrollment Operations (3 Measures)</b>						
Service Center: Number of Client Visits	Quarterly		249,354	318,056	288000	
Service Center: Average Wait Time in Minutes	Quarterly		55	40	35	
Food stamp error rate	Quarterly	7.14	7.72		7.5	
<b>3 - Safeguard and improve the quality of life for vulnerable adults (3 Measures)</b>						
Percent of referrals in non-emergency cases where initial client contact and investigation takes place within ten business days for the Adult Protective Services (APS) Program	Quarterly	99	99	98	95	95
Percent of cases where investigations, substantiation of allegations, the provision of services to mitigate immediate risk have been completed and are transferred to the continuing services unit are completed within sixty working days for the Adult Protective Services Program	Quarterly	83	82	93	95	90
Percent of client cases where substantiated allegations and identified risk to clients has been mitigated before case closure within the Adult Protective Services Program	Quarterly	100	95	100	100	100

## 2016 Workload Measures

Measure	Frequency of Reporting	FY 2013	FY 2014	FY 2015
<b>Workload Measure (10 Measures)</b>				
Number of individuals experiencing homelessness	Annually	3,696	3,953	3,821
Number of households experiencing homelessness	Annually	3,169	3,795	3,477
Number of chronically homeless persons (Individuals)	Annually	1,746	1,609	1,593

Number of chronically homeless persons (Families)	Annually	177	284	197
Number of homeless Veterans	Annually	499	408	408
Monthly average number of clients receiving food stamps	Quarterly	138,749	134,888	139,724
Monthly average number of clients receiving TANF	Quarterly	44,820	44,725	42,453
Monthly average number of clients receiving Medical Assistance	Quarterly	234,271	253,572	254,814
Percent of clients receiving a combination of 2 benefits	Quarterly	41	37	36
Percent of clients receiving a combination of 3 benefits	Quarterly	18	16	13

## 2016 Initiatives

Objective Number	Objective Title	Initiative Number	Initiative Title	Initiative Description
<b>Economic Security Administration - 1 (3 Initiatives)</b>				
1	Increase Access to Meaningful Employment for TANF Recipients	1.1	Provide holistic support for TANF Employment Program (TEP) participants through partnerships with other providers	<p>In January 2012, ESA began a redesign of its TANF Employment Program (TEP). ESA has continually increased the types of services and program capacity each year with the intent of improving employment placement and retention rates. Many of DHS' TANF customers face multiple challenges. In order to maximize the opportunity for successful outcomes, in FY16 ESA will expand partnerships both with sister agencies as well as the FSA within DHS through the following initiatives:</p> <ul style="list-style-type: none"> <li>* ESA will introduce supportive services for rapid rehousing clients</li> <li>* Fully leverage the programs offered by DOES. Together, DOES and DHS will expand the LEAP (Learn, Earn, Advance, Prosper) Academy, which places TANF customers with paid internships with District agencies, with the opportunity for permanent employment.</li> <li>* Expand the customers who complete the eCASAS (the Electronic Comprehensive Adult Student Assessment System), which scores an individuals literacy and numeracy. The literacy and numeracy scores help inform appropriate placements.</li> <li>* Roll out enhanced technology for DC Cross Connect, a joint initiative between DHS, CFSA and DBH focused on collaboration among multiple case managers and the development of a shared database with case information.</li> </ul>

1	Increase Access to Meaningful Employment for TANF Recipients	1.2	Deploy innovative approaches to encourage sustained participation in TANF activities	TEP participants are required to work or participate in approved activities for a certain number of hours each week. DHS has increased opportunity and augmented financial incentive, but 40 percent of program participants do not engage. In FY16, ESA will expand the use of home visitors to increase long-term engagement through a two-pronged approach. First, home visitors will reach out to non-compliant clients much earlier: after one or two weeks of non-participation and in concert with the TANF provider. Second, DHS plans to introduce more frequent and regular home visits for those clients who are exceptionally difficult to engage or present with multiple barriers. The approach compliments the intent of home visitors, which is to facilitate a client-established personalized plan and increase engagement. In addition to the home visitors, ESA will launch a number of other service interventions targeted to heads of households who DHS has not been able to successfully engage for a variety of reasons, such as depression.
1	Increase Access to Meaningful Employment for TANF Recipients	1.3	Enforce and encourage compliance with program requirements	DHS will reduce the number of customers who do not engage through sanctions. Currently, clients receive a reduction in cash benefits equal to about 20 percent of the grant when they do not meet the work participation requirement of four consecutive weeks and does not provide documented good cause. A single reduction is designed to modify behavior and incentivize compliance (or demonstrate eligibility for an exemption), but is not often successful. Beginning in FY16, DHS will implement a progressive sanction policy in accordance with DC regulations. The new structure is complemented with significant opportunities to engage and/or cure, which has three levels: a 20 percent reduction, a 50 percent reduction, and a full grant sanction. The progressive sanctions only follow continued lack of participation.

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<b>Economic Security Administration - 2 (2 Initiatives)</b>				
2	Streamline Eligibility Enrollment Operations	2.1	Implement a Business Process Redesign	In FY15, visitors to ESA service centers waited 40 minutes on average to meet with a Social Service Representative. In addition to long wait times, centers often have cases pending for extended periods and errors. In FY16, DHS will work with national experts to lead a business process redesign of the ESA service centers. This redesign will ultimately reduce service center wait times, reduce the amount of errors and eliminate the number of backlogged cases. Additionally, this initiative will ensure that all service centers are operating efficiently and that customers are provided a positive and consistent experience when visiting a center. DHS will receive funds from US Department of Health and Human Services to support this initiative.

2	Streamline Eligibility Enrollment Operations	2.2	Interact with Customers online and not in line	<p>"A significant percentage of customers waiting in line at our service centers (18.6 percent) and on the phone in our call centers (12 percent) have basic inquiries and often merely want to know the status of their benefits. In FY16, DHS will introduce two new tools to allow customers to access basic benefit information without the need for interacting with a live person.</p> <p>* DHS Interactive Voice Response System (IVR) System – The DHS IVR System will enable ESA customers to conduct basic benefit inquiries (status and amount) using an automated system from a touch tone phone. The first version, rolled out in November 2015, included SNAP data, which is the most frequent source of our inquiries. Information initially available included current benefit status and benefit amount. DHS rolled out TANF data in the IVR system as well as verification that documents submitted by customers (whether emailed, faxed or dropped off) have been received. It is anticipated that by the end of FY16, the IVR will reduce the number of phone calls handled by staff by 10%.</p> <p>* DHS Mobile Application – The DHS Mobile Software Application will allow ESA customers to conduct basic benefit inquiries on their mobile phone. The mobile application interfaces with DHS benefits database to display a customers benefit program type, status, start date and end date. The application is scheduled to be released in November 2015. By the end of FY16, it is anticipated that the mobile application will reduce the number of phone calls handled by staff by 10%."</p>
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**Family Services Administration - 1 (4 Initiatives)**

1	Address the needs of persons experiencing homelessness in the District of Columbia	1.1	End Veteran Homelessness	<p>A homeless census conducted in 2015 identified 408 homeless veterans living in Washington DC. DHS, in collaboration with the DC Interagency Council on Homelessness (ICH), Department of Veterans Affairs, DC Housing Authority and community organizations, is implementing a number of targeted initiatives to ensure every Veteran has access to a safe, stable home by the end of the 2016 calendar year and that homelessness among Veterans is rare, brief and non-recurring. DHS also hired 12 staff to support the 150 units of Permanent Supportive Housing for veterans who do not meet the Department of Veterans Affairs eligibility requirements for Veterans Administrative Supportive Housing (VASH) vouchers. DHS will also fully implement coordinated entry (described below) to further support this effort in early FY16.</p>
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1	Address the needs of persons experiencing homelessness in the District of Columbia	1.2	Expand the Coordinated Entry Process for Unaccompanied Adults	<p>Coordinated Entry was successfully piloted in FY15 and will be expanded broadly during FY16. In FY15, DHS granted \$250,000 to community based providers to expand coordinated entry outreach efforts to locate, engage, and assess homeless individuals to connect them with housing resources and supportive services.</p> <p>Coordinated Entry allows DHS and the provider community to better assess the Districts individuals who are experiencing homelessness and their needs with the goal of connecting them to the appropriate intervention. The community of service providers is able to access a central registry of individuals who are experiencing homelessness. The entire front line of service providers, such as churches, drop-in centers, meal providers, and hospitals, are trained on accessing the registry and a universal assessment process. This improved entry process allows clients to receive an assessment at the location of services. Since its inception, over 500 staff have been trained across 48 providers and approximately 6,000 assessments have been completed. In FY16, DHS will ensure that all providers who come into contact with individuals who are experiencing homelessness are participating in the Coordinated Entry process and will facilitate access to housing solutions.</p>
1	Address the needs of persons experiencing homelessness in the District of Columbia	1.3	Re-solicit the CoC contract for FY17	<p>DHS is currently in the process of re-soliciting the CoC contract for FY17. DHS is restructuring the scope of services to in-source services (i.e. intake and eligibility) or compete other services through separate procurements or grant agreements. Additionally, DHS is revamping the requirements in the CoC scope of services to strengthen requirements, provide clear deliverables, increase accountability. DHS will strengthen its monitoring capacity through increasing staff (i.e. Contract Administrators).</p>
1	Address the needs of persons experiencing homelessness in the District of Columbia	1.4	Enhanced Support to Domestic Violence Victims and Their Dependents	<p>In FY16, DHS received an additional \$719,000 to enhance services provided to victims of domestic violence and their families. The funding will be used to establish a system to efficiently assess victims in need of emergency safe shelter who seek services through the Virginia Williams Family Resource Center and the emergency shelter system for homeless families. Additionally, DHS will use the funds to build capacity among homeless service providers to deliver trauma informed services. DHS will also facilitate improved coordination of services that connect domestic violence survivors with appropriate housing and other supports.</p>

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**Family Services Administration - 2 (4 Initiatives)**

2	Provide better outcomes for homeless families and youth	2.1	Implement Year-Round Access to Shelter for families	<p>The District is required (by law) to house individuals who are experiencing homelessness when the temperature reaches 32 degrees or below during the hypothermia season (November 1-March 31). The District acknowledges that homelessness is not a seasonal issue. DHS will fully implement a year-round access to shelter policy for eligible families in FY16. DHS piloted a strategy for implementing year-round access to shelter in FY15 and will be supported through the following:</p> <ul style="list-style-type: none"> <li>* In-sourcing the intake and eligibility process (Virginia Williams Family Resource Center)</li> <li>* Improving practices for shelter eligibility;</li> <li>* Launching community-based prevention services;</li> <li>* Improving services by better assessing families' needs and strengths so they can be connected to resources that will best serve them</li> <li>* Facilitate faster family exits by improving services and increasing accountability</li> </ul>
2	Provide better outcomes for homeless families and youth	2.2	Ensure Rapid Re-Housing Works	<p>In FY15, DHS made regulatory changes to the Rapid Rehousing Program to ensure that the regulations reflect a customer-centric support structure to help families succeed. Some of the significant changes include individualized case management services, assistance with housing identification, connections to workforce development and employment and a progressive engagement approach that creates flexibility to ensure that a family's needs are being met. In FY16, DHS will work with customers and providers to create operating procedures. Additionally, the agency will continue to assess program data to measure the impact of the redesign. In FY16, DHS will also build on last years successful Rapid Rehousing pilot for singles and invest an additional \$3.4M to support 350 new units.</p>
2	Provide better outcomes for homeless families and youth	2.3	Close and Replace DC General	<p>In FY14, the multi-year DC General Replacement plan was introduced. In FY15, Mayor Bowser and the DC Interagency Council on Homelessness released HomewardDC, a five-year strategic plan to make homelessness rare, brief, and nonrecurring. HomewardDC also set forth the goal to close DC General and replace it smaller, more dignified facilities across the city. In FY16, Mayor Bowser put forward an 8 Ward plan to close and replace DC General, with facilities planned for each ward in the District.</p>



2	Provide better outcomes for homeless families and youth	2.4	Enhance and Integrate DHS Services for Youth	<p>In FY16, DHS will establish the Youth Services Division to integrate the agency's four youth programs into a single division, which includes Alternatives to the Court Experience (ACE), Parent Adolescent Support Services (PASS), Teen Parent Assessment Program (TPAP), and youth homelessness. The division includes more than 30 staff and several million dollars in community-based services. The integration will strategically align resources, collaboration across programs, and best practices to better serve referred youth and their families.</p> <p>DHS will expand the ACE and PASS programs. In FY16, ACE received local funding to transfer the six ACE staff formerly housed at the DC Trust and a diversion coordinator that will work with approximately 50 additional youth. DHS also received an additional, one-time funding of \$750,000 in FY16 for PASS that will enable the division to add four staff and expand the community-based network of mentors, tutors, and enrichment service providers. The additional resources will enable the agency to serve additional youth and families.</p> <p>In FY16, the Youth Services Division will lead coordinated entry to unaccompanied youth ages twenty-four (24) and under who are experiencing homelessness of housing instability. DHS works with all housing programs that target the youth population. This system is separate from the adult system and utilizes youth-specific assessment tools to identify vulnerability and match youth to appropriate providers.</p>
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**Family Services Administration - 3 (2 Initiatives)**

3	Safeguard and improve the quality of life for vulnerable adults	3.1	Implement a Structured Decision Making system to ensure vulnerable adults receive the most appropriate services to address their needs.	<p>The Adult Protective Services agencies are currently adopting a new best practice, Structured Decision Making (SDM) tools for assessment and the decision making process at the case and agency levels. In FY16, DHS applied and received a two-year federal grant of \$200,000. There are two phases to the SDM tools and DHS will use \$102,000 of the grant funds to implement Phase I of the SDM tools in FY16. Phase I will include the customization of the current APS assessments that are used during intake, investigations, and case planning. The SDM tool will provide a more consistent and accurate approach in evaluating information. This will allow DHS to better promote the safety of vulnerable adults; identify and address their needs; enhance service delivery, and improve data analysis for program administration.</p>
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3	Safeguard and improve the quality of life for vulnerable adults	3.2	Launch elder abuse awareness campaign	According to the National Center on Elder Abuse, an estimated 5 million elder Americans are victims of abuse, neglect, or exploitation. Experts in the field estimate that for each reported case of abuse or neglect, as many as 23 are unreported. In FY16, DHS will work towards launching an elder abuse awareness campaign (Age Friendly DC) to educate the DC community on the issue to improve the reporting rate and increase prevention. The Age Friendly DC initiative will strengthen elder abuse and neglect prevention, detection and enforcement system, and collaboration among agencies. The Adult Protective Services (APS) division in DHS will target the public, unpaid caregivers, and non-healthcare mandated reports to improve awareness. APS plans to host a series of workshops and community presentations, distribute mandated reporters brochures, and implement the mandated reporters curriculum for agencies.
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**Office of the Director - 1 (2 Initiatives)**

1	Develop a culture and operational infrastructure dedicated to continuous improvement and positive outcomes	1.1	Increase use of data to support management decision making	DHS currently pulls data from 16 ESA and FSA program applications into Tableau management dashboards. During FY16, DHS will include Child Care subsidy data and TANF employment program data into Tableau management dashboards that will be reviewed by senior leadership on a regular basis. A core team of staff across the agency will receive training in Tableau and data analysis to ensure they are equipped to review and address fluctuations in performance as they occur. DHS will also expand the staff access to the Homeless Management Information System and develop more meaningful reports that capture program quality and effectiveness.
1	Develop a culture and operational infrastructure dedicated to continuous improvement and positive outcomes	1.2	Amplify awareness of services, resources and benefits available through improved communication and outreach	The services, resources, and benefits available to District residents from DHS should be widely-known, clearly understood, and crisply communicated. DHS will expand the ways in which we connect with current and future clients and stakeholders to ensure a more robust and accurate awareness of available services and how to access them. DHS will focus on expanding both traditional and new media communications and outreach efforts and well as community-based interactions.

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