



FY 2015 Performance Accountability Report

Office of the Deputy Mayor for Health and Human Services

INTRODUCTION

The Performance Accountability Report (PAR) measures each agency's performance for the fiscal year against the agency's performance plan and includes major accomplishments, updates on initiatives' progress and key performance indicators (KPIs).

MISSION

The Office of the Deputy Mayor for Health and Human Services (DMHHS) supports the Mayor in coordinating a comprehensive system of benefits, goods and services across multiple agencies to ensure that children, youth and adults, with and without disabilities, can lead healthy, meaningful and productive lives.

SUMMARY OF SERVICES

The Office manages the Human Support Services program through the provision of leadership for policy and planning; government relations; and communication and community relations for the agencies under its jurisdiction including:

1. Child and Family Services Agency (CFSA)
2. Department of Behavioral Health (DBH)
3. Department on Disability Services (DDS)
4. Department of Health (DOH)
5. Department of Health Care Finance (DHCF)
6. Department of Human Services (DHS)
7. Department of Youth Rehabilitation Services (DYRS)
8. Office of Disability Rights (ODR)
9. Office of Aging (DCOA)

Additionally, DMHHS oversees another independent entity, the DC Trust (formerly known as the Children and Youth Investment Trust Corporation).

DMHHS provides agency oversight and support for all citywide health and human services-related policies, activities and initiatives under its jurisdiction including:

- Developing and supporting policies and programs to improve the delivery of services by government agencies and contracted providers
- Coordinating interagency activities and initiatives
- Identifying opportunities for reducing redundancies, leveraging resources, creating economies of scale, and improving outcomes
- Ensuring compliance with local and federal mandates.



OVERVIEW – AGENCY PERFORMANCE

The following section provides a summary of DMHHS performance in FY 2015 by listing DMHHS's top three accomplishments, and a summary of its progress achieving its initiatives and progress on key performance indicators.

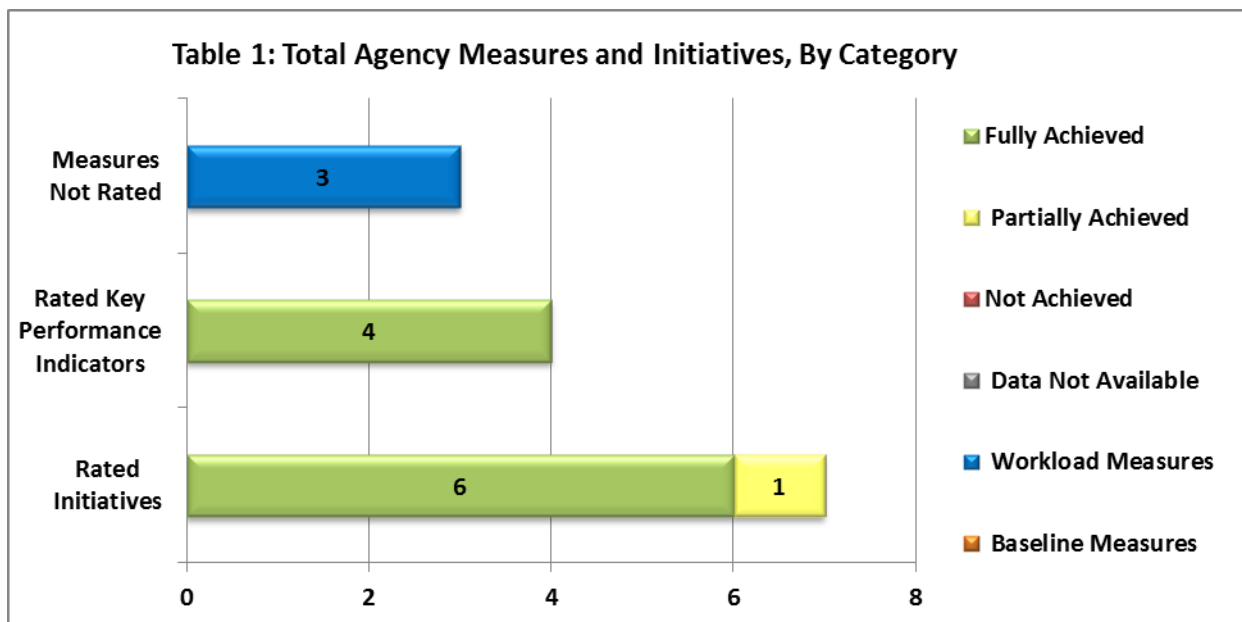
TOP THREE ACCOMPLISHMENTS

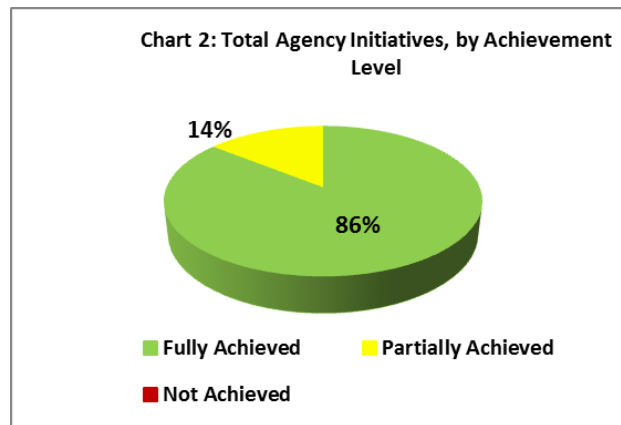
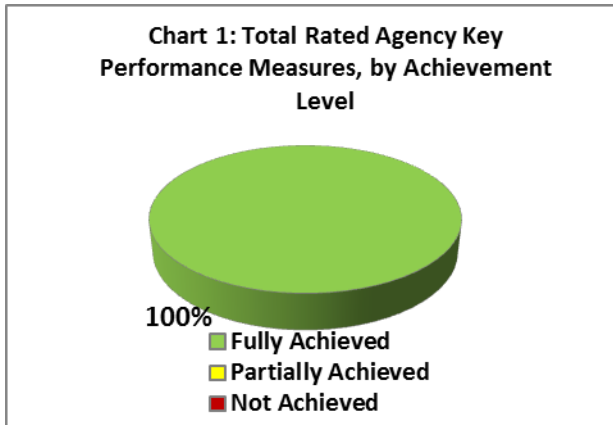
The top three accomplishments of DMHHS in FY 2015 are as follows:

- ✓ Release of the 2015 Age-Friendly DC Progress Report.
- ✓ Launch of *Homeward DC*, the District's Plan to end homelessness and make it a rare, brief, and non-recurring experience.
- ✓ Implementation of a strategy for the closure of DC General Family Homeless Shelter by identifying several smaller community-based shelter options for homeless families.

SUMMARY OF PROGRESS TOWARD COMPLETING FY 2015 INITIATIVES AND PROGRESS ON KEY PERFORMANCE INDICATORS

Table 1 (see below) shows the overall progress the DMHHS made on completing its initiatives, and how overall progress is being made on achieving the agency's objectives, as measured by their key performance indicators.





Default KPI Rating:

$\geq 100\%$	Fully Achieved
75 - 99.99%	Partially Achieved
$< 75\%$	Not Achieved

In FY 2015, DMHHS fully achieved more than four-fifths of its initiatives and 100 percent of its rated key performance measures. **Table 1** provides a breakdown of the total number of performance metrics DMHHS uses, including key performance indicators and workload measures, initiatives, and whether or not some of those items were achieved, partially achieved or not achieved. **Chart 1** displays the overall progress is being made on achieving DMHHS' objectives, as measured by their rated key performance indicators. Please note that chart 2 contains only rated performance measures. Rated performance measures do not include measures where data is not available, workload measures or baseline measures. **Chart 2** displays the overall progress DMMHS made on completing its initiatives, by level of achievement.

The next sections provide greater detail on the specific metrics and initiatives for DMHHS in FY 2015.

PERFORMANCE INITIATIVES – ASSESSMENT DETAILS

OBJECTIVE 1: Oversee the development of policies and programs to improve the delivery and coordination of services by public agencies and contracted providers.

INITIATIVE 1.1: Assist residents in navigating the many services offered by District agencies and local service providers by upgrading and updating the *211 Answers, Please!* System.

As part of the continuing effort to establish *211 Answers, Please!* system as the enterprise solution for resource and referral information, DMHHS will draft a Mayoral Order to require



District agencies to use 211 as the master repository for resource and referral information they would otherwise put in print and online directories and draft standard provisions for inclusion in all District agency contracts and grant agreements that would require vendors/providers to update their profile in the 211 system twice a year for all health and human services and programs for DC residents. DMHHS will work with DHS and other agencies to develop a plan to update the 211 *Answers, Please!* website, update the online form, review and update all current data, and help develop a marketing plan. **Completion Date: September 2015.**

- **Performance Assessment Key: Partially Achieved.** DMHHS worked closely with DHS and DCOA to update the 211 *Answers, Please!* Website and reviewed and updated all current data in the system. DMHHS is continuing to work on a plan for moving forward with 211 to make it a successful system for District residents.

INITIATIVE 1.2: Oversee and coordinate the development of a three-year plan to transform current long-term supports and services (LTSS) programs and processes into a single No Wrong Door (NWD) system for all populations and payers.

The District is the recipient of the Transforming State LTSS Access Programs and Functions into a No Wrong Door System for All Populations and Payers planning grant through the Administration for Community Living (ACL). DMHHS will create a LTSS leadership council to develop a shared vision and oversee planning, implementation, and engagement of partners in designing a NWD system. The planning grant is for 1 year, with the possibility of additional funding after the planning year for implementation. **Completion Date: September 2015.**

- **Performance Assessment Key: Fully Achieved.** The District completed a three-year plan for NWD, which was submitted as part of its application to ACL for the implementation grant application. The District received the implementation grant in September 2015.

OBJECTIVE 2: Oversee and facilitate the coordination of interagency activities and initiatives among District agencies.

INITIATIVE 2.1: Oversee and facilitate the interagency collaboration necessary to make the District of Columbia an Age-Friendly City, an inclusive urban environment that encourages active and healthy aging.

DMHHS will oversee and coordinate with 70 agencies and partners, the implementation of 77 strategies delineated in the *Age-Friendly DC Strategic Plan 2014 - 2017* and produce a first year progress report as required by the World Health Organization (WHO). Staff will participate in an international study to pilot and evaluate Age-Friendly City indicators as part of the data collection on age-friendliness and to provide a baseline to evaluate progress going forward. **Completion Date: December 2015.**



- **Performance Assessment Key: Fully Achieved.** Age-Friendly DC produced its 2015 Progress Report profiling key accomplishments of the first year of implementation and including refined strategies that were the result of continuous engagement with DC agency partners, private organizations and institutions, and the Age-Friendly DC Task Force throughout the year. DC also participated in a World Health Organization (WHO) pilot indicator study along with 14 other global cities to collect data used to measure age-friendly progress and provide feedback the WHO. The WHO will use Age-Friendly DC's feedback to publish its Age-Friendly Indicators guide later this year that will be distributed worldwide.

INITIATIVE 2.2: Oversee and facilitate the interagency collaboration between the Department of Human Services and the Department of General Services necessary to implement the Mayor's DC General Family Shelter Closure Plan.

DMHHS will work in collaboration with the Department of Human Services and the Department of General Services to identify several smaller community-based shelter options for homeless families as an alternative to the larger, congregate DC General Family Shelter. **Completion Date: September 2015.**

- **Performance Assessment Key: Fully Achieved.** DMHHS worked in collaboration with both Departments and EOM to identify several smaller community-based shelter options for homeless families. This work is ongoing.

INITIATIVE 2.3: Develop and oversee implementation of a strategic plan to reduce racial disparities in health, education, justice and employment for men and boys of color.

DMHHS will oversee and support the DC Trust in the development of a strategic plan to address the full array of challenges confronting black and Latino young men in the District, including timelines for the implementation of strategies to reduce disparities in social outcomes between boys and men of color and their white peers. The plan will set forth specific strategies to reduce racial disparities in the domains of health, education, justice and employment, and will identify actions to be taken by District agencies, as well as non-profit, business and community partners. It will include policy and practice reforms, as well as programmatic initiatives. **Completion Date: September 2015.**

- **Performance Assessment Key: Fully Achieved.** DMHHS oversaw the work of the DC Trust around the strategic plan and efforts to understand the challenges confronting Black and Latino young men in the District. The DC Trust is in the process of creating a report to be submitted to DMHHS on their progress to date and plans for moving forward.

OBJECTIVE 3: Identify opportunities for reducing redundancies, leveraging resources, creating economies of scale, and improving outcomes.

INITIATIVE 3.1: Oversee and facilitate streamlining and improving access to the Elderly and Persons with Physical Disabilities (EPD) waiver.



DMHHS will work with DHCF, DCOA-ADRC, and DHS-ESA to roadmap the current EPD waiver application process and identify areas that can be streamlined to reduce application wait times and redundancies. DMHHS will also work on creating communication pipelines between agencies for troubleshooting and increasing collaboration to improve access to home- and community-based services. **Completion Date: September 2015.**

- **Performance Assessment Key: Fully Achieved.** DMHHS worked closely with the provider agencies in evaluating the waiver process. Based on this analysis, the application process for the EPD waiver was changed (starting in June 2015) to both streamline the process and also to make it more user-friendly. Based on initial results, wait times have been reduced by several months. DMHHS also worked with DHCF and DCOA-ADRC on setting up weekly calls to discuss, among other things, the waiver process. DHCF also has regular calls and meetings with DHS-ESA.

OBJECTIVE 4: Coordinate inter-agency work to responsibly exit consent decrees and/or settlement agreements.

INITIATIVE 4.1: Support the new elected Attorney General in understanding remaining outcomes and issues for all cluster consent decrees.

DMHHS assists cluster agencies and the Attorney General with inter-agency issues that arise in the implementation of agreed upon exit strategies and barriers that arise as a result of the lawsuits. With a newly elected Attorney General, the DMHHS will support him and his staff in understanding the remaining outcomes and outstanding issues in compliance and responsible exit from all cluster consent decrees. This support includes attending negotiation sessions with parties and facilitating strategic discussions to ensure compliance and responsible exit. **Completion Date: September 2015.**

- **Performance Assessment Key: Fully Achieved.** DMHHS focused on assisting cluster agencies with inter-agency issues that arose in the implementation of agreed upon strategies. DMHHS helped facilitate and problem solve any barriers as a result of the lawsuits. This is an ongoing activity. As part of supporting the newly elected AG, DMHHS attended negotiation sessions with parties and facilitated strategic discussions to ensure compliance and responsible exits.

KEY PERFORMANCE INDICATORS

	KPI	Measure	FY	FY	FY 2015	FY 2015	FY 2015	Budget Program
			2014	2015	YE	YE	YE	
			YE	YE	Revised	Actual	Rating	
			Actual	Target	Target	Actual	Rating	
	1.1	Percent of cluster agencies that stay	100%	100%	100%	100%	100%	AGENCY MANAGEMENT



		within budget						
●	2.1	Number of interagency initiatives implemented	8	3	3	3	100%	NOT AVAILABLE
●	3.1	Percent of cluster agencies that meet 75% of their performance measures	100%	100%	100%	100%	100%	HUMAN SUPPORT SERVICES
●	4.1	Percent of consent decrees where progress is made on meeting exit criteria	100%	100%	100%	100%	100%	HUMAN SUPPORT SERVICES

WORKLOAD MEASURES – APPENDIX

WORKLOAD MEASURES ●

Measure Name	FY 2013 YE Actual	FY 2014 YE Actual	FY 2015 YE Actual	Budget Program
Number of external meeting requests	775	746	450	OFFICE OF THE DIRECTOR
Number of complaints/intakes	105	246	406	NOT AVAILABLE
Number of legislative review requests	128	144	180	NOT AVAILABLE