

# Office of the Deputy Mayor for Health and Human Services FY2019

**Agency** Office of the Deputy Mayor for Health and Human Services

**Agency Code** HG0

**Fiscal Year** 2019

**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. These include: 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 Parks and Recreation (DPR) 8. Department of Youth Rehabilitation Services (DYRS) 9. Office of Disability Rights (ODR) 10. 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: â€¢ Developing and supporting policies and programs to improve the delivery of services by government agencies and contracted providers â€¢ Coordinating interagency activities and initiatives â€¢ Identifying opportunities for reducing redundancies, leveraging resources, creating economies of scale, and improving outcomes â€¢ Ensuring compliance with local and federal mandates

## 2019 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
Launch of Thrive by Five DC Office	In addition to adding two staff members to DMHHS, Thrive by Five marks an important step forward in DMHHS' and its cluster agencies' efforts to improve the health and well-being of children and their families. Through this work, DMHHS continues to work to ensure that children, youth, and adults can lead healthy, meaningful, and productive lives.	In FY19, Mayor Bowser announced the launch of the Thrive by Five Coordinating Council, to be lead by a Thrive by Five DC office, based out of DMHHS. Thrive by Five serves as the District's first comprehensive health and early learning initiative, and is developed in partnership with all stakeholders who are implementing and investing in health and education services for families. In addition to standing up a Coordinating Council, Thrive by Five leads Mayor Bowser's Maternal & Infant Health Summit and Initiative, which brings together DC residents, elected officials, health and education officials, and community-based partners to strengthen the connection between maternal and infant health and early childhood development; explore innovations and emerging issues in perinatal health; and connect residents to local healthcare and early education services, providers, and resources.
Continued Efforts to Make Homelessness Rare, Brief, and Non-Recurring	DMHHS continues to lead efforts to bring Short-Term Family Housing programs to each ward. DMHHS also continues to play a leadership role in the Interagency Council on Homelessness, a group of cabinet-level leaders, providers of homeless services, advocates, and homeless and formerly homeless leaders that come together to inform and guide the District's strategies and policies for meeting the needs of individuals and families who are homeless or at imminent risk of becoming homeless in the District of Columbia.	Through the work of the Interagency Council on Homelessness and the Homeward DC plan, homelessness has continued to decrease, with the total number of persons experiencing homelessness in the District decreasing by 5.5 percent from 2018. Family homelessness decreased by 12 percent since last year, and by nearly 45 percent since 2016. DMHHS continued to lead the development of Short-Term Family Housing (STFH) in each ward. These neighborhood-based programs provide wrap around services, 24/7 security, and a safe environment to ensure that families who have fallen on hard times have a fair shot at a second chance. In FY19, the STFH program in Ward 5 was completed, construction for programs in Ward 1, 3 and 6 continued, and the three STFH sites that were already opened operated at capacity. 4300 12th St. SE, which will operate as STFH in the short-term, reached final completion and families have moved in. In addition, the three STFH sites that are open (Ward 4, 7, and 8) are at capacity.
Launch of the Mayor's Commission on Healthcare Systems Transformation	DMHHS oversees the work of the Commission, which is composed of 27 members. Through this work, DMHHS brings together the best and brightest individuals and organizations working in health care across the District to facilitate partnerships between the District and the people who see and do this work every day. Recommendations from this Commission are expected at the end of 2019.	In FY19, Mayor Bowser announced the establishment of the Mayor's Commission on Healthcare Systems Transformation to make recommendations on strategies and investments necessary to transform health care delivery in the District of Columbia. The commission's work focuses on alleviating the challenges facing the District's health care system by developing recommendations that address the current stresses on the system, while specifically targeting improvement in access to primary, acute, and specialty care services, including behavioral health care; health system capacity issues for inpatient, outpatient, pre-hospital and emergency room services; and promotion of an equitable geographic distribution of acute care and specialty services in communities east of the Anacostia river.

## 2019 Key Performance Indicators

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
<b>1 - Oversee and facilitate the coordination of interagency activities and initiatives amongst health and human services cluster agencies to eliminate redundancies, leverage resources, create economies of scale, and improve outcomes. (2 Measures)</b>											
Percent of cluster agencies that stay within budget	Annually	100%	Not Available	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	No data available		
Percent of interagency initiatives reporting progress towards meeting their goals	Annually	100%	100%	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Met	
<b>2 - Oversee the management of DMHHS led inter-agency programs to develop shared outcomes and improve the delivery and coordination of supports and services across government on identified policies and goals. (2 Measures)</b>											

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
Percent of action items in progress or accomplished under Homeward DC	Annually	90%	90%	95%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	95%	Met	
Percent of objectives in progress or accomplished under Age-Friendly DC	Annually	95%	95%	95%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	95%	Met	
<b>3 - Create and maintain a highly efficient, transparent and responsive District government. (11 Measures)</b>											
Percent of consent decrees where progress is made on meeting exit criteria	Annually	100%	100%	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Met	
Percentage of DMHHS Cluster agencies' fiscal year key performance indicators either met or nearly met	Annually	70%	73.4%	85%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	77.7%	Nearly Met	DMHHS cluster agencies with set ambitious targets, many of which were met or nearly met. Although DMHHS did not meet this established target, we will continue to coordinate with agencies to meet this target annually. Please see each agency's explanation for each unmet KPI.
Percentage of DMHHS Cluster agencies' fiscal year strategic initiatives complete	Annually	75%	50.5%	85%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	69.2%	Unmet	DMHHS agencies set an ambitious number of initiatives to achieve in FY19, and there are a number of initiatives that are multi-year projects. DMHHS will continue to strive for full completion of achievable initiatives annually. Please see each agency's explanation for each uncompleted initiatives.
HR MANAGEMENT - Percent of eligible employees completing and finalizing a performance plan in PeopleSoft (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	15.4%	No Target Set	

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
HR MANAGEMENT - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	
FINANCIAL MANAGEMENT - Quick Payment Act Compliance - Percent of QPA eligible invoices paid within 30 days (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	97.9%	No Target Set	
FINANCIAL MANAGEMENT - Percent of local budget de-obligated to the general fund at the end of year (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	
CONTRACTS AND PROCUREMENT - Percent of Small Business Enterprise (SBE) annual goal spent (Updated by OCA)	Annually	New in 2019	New in 2019	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data		
IT POLICY AND FOIA COMPLIANCE - Percent of "open" data sets identified by the annual Enterprise Dataset Inventory published on the Open Data Portal - (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Not Available	No Target Set	
IT POLICY AND FOIA COMPLIANCE - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension - (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	
HR MANAGEMENT - Average number of days to fill vacancy from post to offer acceptance (Updated by OCA)	Annually	New in 2019	New in 2019	New in 2019	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	

\*Mayoral agencies include agencies under the Health and Human Services, Education, Public Safety and Justice, Operations and Infrastructure, Economic

Development, and Internal Services clusters. It excludes all independent agencies and select EOM agencies.

\*The HR management, Financial Management, IT Policy and FOIA Compliance, and Contracts and Procurement measures were collected for all mayoral agencies in FY 2019. OCA calculates these measures based on summary-level data from various agencies, and cannot verify the accuracy of any calculations.

\*The 2019 DC Enterprise Data Inventory (EDI) contains datasets published on DC's Open Data Portal, which is current as of March 9, 2019, and any datasets published to the portal after the above date were not included in the measure's calculation.

\*Due to data lags, FY 2019 data for the following core business measures will be published 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.

## 2019 Workload Measures

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual
No measures found							

## 2019 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
<b>1 - Oversee and facilitate the coordination of interagency activities and initiatives amongst health and human services cluster agencies to eliminate redundancies, leverage resources, create economies of scale, and improve outcomes. (5 Activities)</b>			
AGENCY OVERSIGHT AND SUPPORT	Legislation and Council Relations	Review and approval of all HHS Cluster agencies' legislative requests and coordinate with Mayor's Office of Policy and Legislative Affairs (OPLA) and DC Council on legislative-related matters.	Daily Service
AGENCY OVERSIGHT AND SUPPORT	Rulemaking	Review and approval of all HHS Cluster agencies' rulemaking requests.	Daily Service
AGENCY OVERSIGHT AND SUPPORT	Budget	Support to HHS Cluster agencies regarding budget needs and priorities to ensure agency and Mayoral priorities.	Daily Service
AGENCY OVERSIGHT AND SUPPORT	Inter-agency and special initiatives	Ongoing broad oversight of- and support to - HHS Cluster agencies across special and/or inter-agency initiatives.	Daily Service
AGENCY OVERSIGHT AND SUPPORT	Communications	Support EOM Communications and HHS Cluster agency Public Information Officers (PIOs) with the efficient collection and distribution of information within and outside of government.	Daily Service
<b>2 - Oversee the management of DMHHS led inter-agency programs to develop shared outcomes and improve the delivery and coordination of supports and services across government on identified policies and goals. (3 Activities)</b>			
AGENCY OVERSIGHT AND SUPPORT	Interagency Council on Homelessness (ICH)	Oversee and facilitate the implementation of Homeward DC, the District's Plan to end homelessness and make it a rare, brief, and non-recurring experience.	Daily Service
AGENCY OVERSIGHT AND SUPPORT	Age-Friendly DC	Oversee and facilitate the implementation of Age-Friendly DC Strategic Plan, the District's Plan to make DC an inclusive urban environment that encourages active and healthy living.	Daily Service
AGENCY OVERSIGHT AND SUPPORT	Short-term Family Housing	Oversee and facilitate the inter-agency collaboration to develop short-term family housing sites in each ward of the city, building on the Mayor's closure of DC General in 2018.	Key Project
<b>3 - Create and maintain a highly efficient, transparent and responsive District government. (2 Activities)</b>			
PERFORMANCE MANAGEMENT ACTIVITY	Performance Planning	Review and approve HHS Cluster agencies' performance plans to ensure improved outcomes, accurate information, and efficiencies at the agency-level.	Daily Service
AGENCY OVERSIGHT AND SUPPORT	Constituent Relations	Receive, track, and resolve health and human services-related constituent issues and concerns brought up to the attention of DMHHS.	Daily Service

## 2019 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
<b>Age-Friendly DC (1 Strategic Initiative)</b>				

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Age-Friendly DC	In FY19, DMHHS will continue executing the Age-Friendly DC Initiative. FY19 activities will include convening the Age-Friendly DC 2023 Task Force and Committees to begin implementing the 14 domain areas included in the 2023 Strategic Plan.	Complete	Age-Friendly DC has completed the first year of progress toward accomplishing goals in the 2018-2023 Strategic Plan. Progress has occurred in all 14 Age-Friendly DC domains. Domains are categorized in three Pillars: Pillar 1 Built Environment, Pillar 2 Changing Attitudes about Growing Older, Pillar 3 Lifelong Health and Security.	
<b>Inter-agency and special initiatives (1 Strategic Initiative)</b>				
New Hospital at Saint Elizabeths East	In FY19, DMHHS will continue to co-lead, with the office of the City Administrator, the work to develop a comprehensive strategy to build a new hospital on the Saint Elizabeths East campus and a high-quality integrated health care system east of the Anacostia river with our external partner, George Washington University Hospital.	0-24%	DMHHS continues to partner with OCA on negotiations to develop a plan for a new, fully integrated health system east of the river, to be anchored on the St. Elizabeths campus. Conversations have continued with our partner in Q3 and will continue in Q4.	Negotiations to create a high-quality integrated health care system east of the Anacostia river continue, with the goal of a hospital opening by 2023.
<b>Interagency Council on Homelessness (ICH) (1 Strategic Initiative)</b>				
Homeless Encampments	In FY19, DMHHS will continue to work with interagency partners and key stakeholders to bolster outreach to residents living in encampments and implement a more strategic approach to cleaning encampment sites in order to improve the overall effectiveness and impact of our encampment response. DMHHS will also hire a new dedicated outreach team to provide services to individuals residing in encampments.	Complete	In Q4, DMHHS's encampment Navigators worked to engage residents, connect them to services, and prepare them for upcoming cleanups.	
<b>Short-term Family Housing (1 Strategic Initiative)</b>				
Short-term Family Housing	In FY18, Mayor Bowser successfully closed the DC General Family Shelter and opened short-term family housing programs in Wards 4 and 7. In FY19, DMHHS, with our partner agencies, will open programs in Wards 3, 5, 6, and 8 and will make meaningful progress on the design and construction of a program in Ward 1. Overall in FY19, Mayor Bowser's Administration will continue its transformation of the shelter system for families experiencing homelessness to ensure that any family experiencing a crisis has a safe, dignified place to get back on their feet.	75-99%	In Q4, another STFH program in Ward 5 was completed. Construction for programs in Ward 1, 3 and 6 continued. DMHHS and partner agencies are working closely with communities in Wards 1, 3 and 6 to continue advancing the design and construction of the additional programs. 4300 12th St. SE, which will operate as STFH in the short-term, reached final completion and families have moved in. In addition, the three STFH sites that are open (Ward 4, 7, and 8) are at capacity.	Ward 6 STFH program is expected to be substantially complete in November, Ward 3 STFH is expected to be substantially complete in December, and Ward 1 STFH is expected to be substantially complete in September, 2020.