



OFFICE OF THE DEPUTY MAYOR FOR HEALTH AND HUMAN SERVICES

FY 2022 PERFORMANCE AND ACCOUNTABILITY REPORT

JANUARY 15, 2023

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1 OFFICE OF THE DEPUTY MAYOR FOR HEALTH AND HUMAN SERVICES

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.

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 Aging and Community Living (DACL).

Additionally, DMHHS oversees another independent entity, the DC Trust (formerly known as the Health Benefit Exchange Authority (HBX)). 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

2 2022 ACCOMPLISHMENTS

Accomplishment	Impact on Agency	Impact on Residents
Cedar Hill Hospital Groundbreaking and Further Healthcare Progress	NA	<p>In February, ground was broken for the new Cedar Hill Regional Medical Center, GW Health in Ward 8 at the St. Elizabeths East Campus. The hospital is named after Frederick Douglass' historic Anacostia residence. This is a major project that DMHHS co-leads with DHCF. The goal is to create a high-quality integrated health care system east of the Anacostia River. In September the Mayor and Universal Health Services (UHS) announced a plan to expand the size of the new hospital to include a fourth floor. The expansion is made possible through a \$17 million investment from UHS.</p> <p>In addition to the official start of construction and fourth floor announcement, in October Mayor Bowser and UHS cut the ribbon on the new Cedar Hill Urgent Care, GW Health. The full-service urgent care center will provide comprehensive services for a wide range of illnesses. Cedar Hill Urgent Care, GW Health is the first location to open as part of a partnership between the District and UHS to create a comprehensive system of healthcare serving communities east of the Anacostia River.</p>

(continued)

Accomplishment	Impact on Agency	Impact on Residents
801 East Men's Shelter	NA	<p>In January, the new 801 East Men's Shelter on the St. Elizabeths East campus opened in Ward 8. The new 88,000 square-foot shelter is the District's first major shelter redevelopment project for individuals under Homeward 2.0 DC strategic plan. A major focus of Homeward 2.0 is on single adults experiencing homelessness. The ultimate goal is to make homelessness rare, brief, and nonrecurring.</p> <p>The new 801 East Men's Shelter, a \$56 million construction project, is a 396-bed facility that includes a low-barrier shelter, a work bed program, beds reserved for seniors and individuals with medical needs, as well as capacity to expand during hypothermia season. The facility also includes a new daytime services center with a mail room, computer lab, barbershop, and laundry facility. In addition to the dedicated senior program, work bed program, and medical respite program, other on-site resources will include housing-focused case management, behavioral health and harm reduction supports, and a culinary training program. 801 East is a major step forward in the redevelopment of the singles adult homelessness system and highlights resident-informed and centered design.</p>

(continued)

Accomplishment	Impact on Agency	Impact on Residents
Housing Residents via CARE Pilot	NA	In FY22, DMHHS fully implemented the Coordinated Assistance and Resources for Encampments (CARE) Pilot Program. CARE offered intensive case management, behavioral health/substance use support, and expediated affordable housing options to individuals who were residing in the identified encampments. The pilot had engagement rates at identified encampments from 70-90% and lease-up / placement into PEP-V shelter or other bridge housing options awaiting the completion of the housing navigation phase and lease-up, rate of about 85% for those engaged residents. CARE was able to house 111 residents in FY22. The CARE Pilot will provide valuable data and insights as the District looks to reshape the single adults homelessness system.

3 2022 OBJECTIVES

Strategic Objective	Number of Measures	Number of Operations
Provide direction, guidance, and oversight of DMHHS cluster agencies to facilitate the coordination of interagency activities, eliminate redundancies, leverage resources, create economies of scale, and improve outcomes.	2	7
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	7
Create and maintain a highly efficient, transparent, and responsive District government.	12	2

4 2022 OPERATIONS

Operation Title	Operation Description	Type of Operation
Provide direction, guidance, and oversight of DMHHS cluster agencies to facilitate the coordination of inter-agency activities, eliminate redundancies, leverage resources, create economies of scale, and improve outcomes.		
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
Rulemaking	Review and approval of all HHS Cluster agencies' rulemaking requests.	Daily Service
Budget	Support to HHS Cluster agencies regarding budget needs and priorities to ensure agency and Mayoral priorities.	Daily Service
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 Support	Assist agencies with getting through roadblocks impeding their ability to carry out their mission effectively.	Daily Service
Policy Recommendations	Recommend policies and programs using data evidence and best practices to meet the health and human service needs of District residents.	Daily Service
Communications	Support the Executive Office of the Mayor Communications and HHS Cluster agency Public Information Officers (PIOs) with the efficient collection and distribution of information within and outside of government.	Daily Service
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.		
Interagency Council on Homelessness (ICH)	Oversee and facilitate the implementation of Homeward DC and Solid Foundations DC, the District's Plans to make homelessness rare, brief, and non-recurring (for adults and unaccompanied youth, respectively).	Daily Service
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
Short-term Family Housing	Oversee and facilitate the inter-agency collaboration to build and/or renovate identified short-term family housing sites in each ward of the city by 2018 and thereby close DC General.	Key Project
New Hospital	Oversee and facilitate the interagency collaboration to 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.	Key Project
Encampments	Oversee and facilitate the inter-agency encampment protocol response.	Daily Service
Emergency Response	Oversee and facilitate the HHS Cluster interagency emergency response.	Daily Service

(continued)

Operation Title	Operation Description	Type of Operation
Low Barrier Shelter Development	Oversee and facilitate the interagency collaboration on low barrier shelters and other related projects, including shelter renovations and replacements.	Daily Service
Create and maintain a highly efficient, transparent, and responsive District government.		
Performance Planning	Review and approve HHS Cluster agencies' performance plans to ensure improved outcomes, accurate information, and efficiencies at the agency-level.	Daily Service
Constituent Relations	Receive, track, and resolve health and human services-related constituent issues and concerns brought up to the attention of DMHHS.	Daily Service

5 2022 STRATEGIC INITIATIVES

In FY 2022, Office of the Deputy Mayor for Health and Human Services had 6 Strategic Initiatives and completed 33.33%.

Title	Description	Completion to Date	Update	Explanation for Incomplete Initiative
CARE Pilot Program	In FY21, DMHHS began the implementation of the CARE Pilot Program. In FY22 DMHHS will complete the pilot, perform and evaluation of the pilot from qualitative and quantitative information, and share data on the pilot's success.	Complete	The Encampment Response Team has been instrumental in helping DMHHS change the narratives and perceptions communicated by various community stakeholders about the District's level of impactful investment regarding encampment response. The daily outreach engagements and service connections employed by DMHHS' team of Outreach Navigators has been invaluable to the improvements of services rendered to the District's encamped residents. This contributed to a large portion of the success of the CARE Pilot Program which housed 111 encamped residents to date. The encampment team has also facilitated the acquisition of 300 DC One Cards to homeless and encamped residents throughout the District. This puts these residents closer towards document readiness and vital record stability.	
Substance Use Services/Reporting	DMHHS will work with DBH to create a structure/process for regular updates to OCA regarding opioid use coordination and reporting, as well as corresponding services in the District.	50-74%	Work continues to create the structures and processes for regular updates to OCA regarding opioid use coordination and reporting. The DC Opioid Working Group brings together employees from across District Government monthly to share data, insights, news, projects and updates. The goal of the group is to decrease the morbidity and mortality from opioid use and addiction in the District of Columbia through a multi-disciplinary approach.	With the overdose crisis still ongoing, this project still has work to do to improve information streams to and collaboration with OCA.

Safe Sleep	<p>In partnership with the Office of the Chief Medical Examiner, DMHHS will organize and conduct three (3) safe sleep-related community events to promote safe sleep education and practices throughout the District for the DC Safe Sleep Education and Outreach Project. Specifically, DMHHS will work to:</p> <ul style="list-style-type: none"> a. Coordinate ward-based safe sleep events with the Mayor’s Office of Community Affairs, DC Health, and Child & Family Services Agency. b. Develop interactive webinars on safe sleep practices for providers and families. c. Engage community partners/businesses to distribute safe sleep educational materials. 	Complete	<p>The Safe Sleep program was moved from DMHHS to the Office of the Chief Medical Examiner (OCME). DMHHS is no longer a partner in this work and was not involved with overall initiative objectives / goals.</p>
Homeward DC 2.0 Strategies	<p>In FY21 the ICH released Homeward DC 2.0. In FY22 the ICH will work to continue implementation of this five year strategic plan including expansion of provider capacity to successfully match FY22 resources to clients, working with partner agencies/providers to expedite placements for the large number of available housing resources this fiscal year, and leading the development of dashboards for the FY22 priorities adopted by the ICH Committees.</p>		
Singles Shelter Redevelopment	<p>DMHHS, in collaboration with the ICH, will work with DHS, DGS and OCA to open the new 801 East Men’s Shelter, support in gaining design feedback for the new New York Ave shelter, and finalize sites and plan for the remaining singles shelter redevelopment.</p>		

New
Hospital

DMHHS will continue to co-lead, with DHCF, the work to build a new hospital on the Saint Elizabeth's East campus and a high-quality integrated health care system east of the Anacostia River. In FY21, DMHHS will continue to conduct community and stakeholder engagement.

25-49%

In February, ground was broken for the new Cedar Hill Regional Medical Center, GW Health in Ward 8 at the St. Elizabeths East Campus. The hospital is named after Frederick Douglass' historic Anacostia residence. In September the Mayor and UHS announced a plan to expand the size of the new hospital to include a fourth floor. The expansion is made possible through a \$17 million investment from Universal Health Services (UHS). In addition to the official start of construction and fourth floor announcement, in October Mayor Bowser and UHS cut the ribbon on the new Cedar Hill Urgent Care, GW Health. The full-service urgent care center will provide comprehensive services for a wide range of illnesses. Cedar Hill Urgent Care, GW Health is the first location to open as part of a partnership between the District and UHS to create a comprehensive system of healthcare serving communities east of the Anacostia River.

Hospital is set to open in FY24. Engagement on the project will continue.

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 direction, guidance, and oversight of DMHHS cluster agencies to facilitate the coordination of interagency activities, eliminate redundancies, leverage resources, create economies of scale, and improve outcomes.											
Percent of DMHHS Cluster agencies fiscal year key performance indicators either met or nearly met.	Up is Better	67.5%	Not Available	85%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	83.72%	Nearly Met	The agencies within the DMHHS cluster have continued to be directly impacted by the pandemic, which has at times made achieving some of their KPIs more difficult. The majority of the cluster was able to meet / exceed this target, which speaks to how much work cluster agencies put in. We want our agencies to set KPIs that take work to meet, and know that if they don't meet them one year, they'll work that much harder to meet the goal the next. DC Health, with continued pandemic interruptions to the normal work of the agency, was still able to achieve a 75% meet or almost meet rate, which while not the target, is still impressive when circumstances are taken into consideration.

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 DMHHS Cluster agencies' fiscal year strategic initiatives complete.	Up is Better	58%	Not Available	85.1%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	64.52%	Unmet	Like KPIs, many of the HHS cluster agencies have had progress on their strategic initiatives slowed by the pandemic. Many of our agencies also set SIs that they know will take longer than one year but need to be tracked every year. The progress they make on these long-term SIs is essential to their overall work and moving the agencies forward.
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.											
Percent of action items in progress or accomplished under Homeward DC	Up is Better	90%	95%	95%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data		

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
Percent of strategies progress or accomplished on the Age-Friendly DC dashboard.	Up is Better	83%	72%	95%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	79%	Unmet	Reasons that domain strategies have not made progress: Speeding/reckless driving (Transportation) has resulted in more deaths/injuries. Lack of DC residents motivated to think ahead (Housing, particularly accessory dwelling units and homesharing). Sources of data (Social Participation) to complete the State of Volunteerism report. New planning direction; Universities cannot continue to give adults audit opportunities; they need adults to pay (Lifelong Learning) Consortium of Universities in the Metropolitan Area. Lack of interest (Civic Participation & Employment) Rotary Clubs say they want to help, but do not carry through. Reasons that DC agencies have not made progress. Speeding /reckless driving (Transportation and Public Safety). Space not yet renovated/Covid (Caregiving) New respite/activity space was delayed.

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
Number of residents housed via the CARE pilot	Up is Better	New in 2022	New in 2022	New in 2022	Annual Measure	Annual Measure	Annual Measure	Annual Measure	111	-	
Create and maintain a highly efficient, transparent, and responsive District government.											
Percent of consent decrees where progress is made on meeting exit criteria	Up is Better	100%	100%	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Met	

Workload Measures

Measure	FY 2020	FY 2021	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4	FY 2022
Agency Support							
Number of health and human service cluster meetings	19	4	2	2	2	2	8
Number of one-on-one meetings held with agency directors.	16	72	3	3	5	6	17
Communications							
Number of media interviews conducted.	25	21	9	7	11	3	30
Age-Friendly DC							
Number of Age-Friendly Task Force and Subcommittee Meetings held	69	63	6	9	17	17	49
Emergency Response							
Number of displacements of 10 or more people respond to by DMHHS and cluster agencies	11	6	2	0	2	1	5
Encampments							
Number of encampment engagement protocols conducted	88	81	12	10	27	33	82
Interagency Council on Homelessness (ICH)							
Number of Interagency Council on Homelessness Full Council and Subcommittee Meetings held	144	49	11	7	13	10	41
Constituent Relations							
Number of constituent issues responded to	954	Not Available	39	47	27	67	180