

Department on Disability Services FY2021

Agency Department on Disability Services

Agency Code JMO

Fiscal Year 2021

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.

Summary of 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.

2021 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
Recognizing the increased risk of contracting and suffering from serious consequences from COVID, DDS coordinated with DC Health to provide vaccine clinics for all people living in DDS licensed placements and achieved over 95% vaccination rate for people in these settings. Given the varying reasons for vaccination hesitancy, the DDS Nurse Consultants took a targeted approach to addressing concerns through education, dedicated to healthcare management and provision of support to all people receiving services from DDS, as well as their natural support systems. Through these efforts, DDS has been able to reach a 65% vaccination rate amongst all people living in their natural homes. Comparatively, the vaccination rates for DC Residents in Wards 7 and 8 were at 50% or below (50% and 45% respectively) for those ages 18 and over. While DDS recognizes the importance of increasing the vaccination rate for these supported, this outcome is a testament to the work of the Nurse Consultants.		
Understanding the value in shared visioning and planning amongst internal and external stakeholders, throughout the COVID-19 public health emergency DDS has heightened its resolve on the importance of engaging with external partners (i.e., providers, family members, advocacy groups, and self-advocates) on a routine basis to not only share pertinent health information on those receiving services for DDS, but also policies and procedures that will have a lasting impact on the structure of the service delivery system. Through focused collaborative efforts with cluster partner agencies, DDS was not only able to ensure effective transitions in service delivery across partner agencies, but also the development and review of quality assurance practices and programs ensured that all actions not only aligned with the mission of our agency but also the overarching goal of the District for high-quality and effective service delivery.		
The Department on Disability Services (Disability Determination Division (DDD)) was able to continue its high performance in this continued virtual transition due to the pandemic. DDD finished the year at number two in the Philadelphia Region in overall production of 22,971 disability determinations completed for DC residents (which was 108.8% percent of the established Social Security Administration goal). Additionally, DDD was number one in the Philadelphia Region in handling initial claims at 117% (actual initial claims cleared 8,476) of the Social Security Administration goal, which was 14.0 points higher than the next Disability Determination Administration in the Philadelphia Region. Also, DDD was able to maintain over 91.5% accuracy even with the reduction of Consultative Exams (CEs) due to the public health emergency and the reduction of allowable in person consultations. This accomplishment was commended by the Associate Commissioner for DDD's ability to still adjudicate the high number of claims for the District without utilizing CEs primarily to determine eligibility, and still maintain a 90% or higher accuracy rate.		

2021 Key Performance Indicators

Measure	Frequency	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual	Was 2021 KPI Met?	Explanation For Unmet KPI
1 - Provide high quality direct services and supports leading to the full inclusion of people with disabilities in the District. (6 Measures)											
Average entry level wages for people who remained gainfully employed for 90 or more days	Quarterly	16.1	67.5	15	15.2	17.4	16.5	18.4	17.34	Met	
Percentage of high school students ages 16-22 with disabilities who receive at least one pre-employment transition service each school year.	Quarterly	72.5%	88.2%	75%	28%	55.8%	74.5%	80.1%	80.1%	Met	

Measure	Frequency	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual	Was 2021 KPI Met?	Explanation For Unmet KPI
Percentage increase in the number of people supported by DDA receiving integrated day/vocational services over prior year	Annually	42.7%	-8%	5%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	-0.03%	Unmet	Due to service limitations brought on by the COVID-19 public health emergency, there was a reduction in the number of placements for day services. A preliminary review of case records for those who are no longer employed/receiving employment services in FY21 compared to FY20 found that the reasons for the change can be attributed to reduction in work hours, voluntary resignations and personal health decisions due to pre-existing medical conditions in light of the public health emergency
Percentage variance in HCBS expenditures versus budget forecast	Annually	Waiting on Data	12%	20%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1%	Met	
Percentage of people placed by RSA that remained employed for 90 calendar days or more.	Quarterly	Waiting on Data	70.1%	46%	36%	31.5%	48.5%	69.3%	69.3%	Met	
Percentage decrease in number of people receiving supports from DDA in facility-based day programs (determined by the number of authorized units)	Annually	2.7%	-17%	5%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0.75%	Unmet	While there was a decrease observed for those receiving day services at the threshold level under review for this specific measure (i.e., 24 hours or more per day), the goal was not met for FY21. As participation in day services was impacted by the public health emergency (as noted in other related performance measure outcomes), staff will continue to employ person-centered practices when discussing changes in service needs and supports to ensure alignment with the needs of those receiving services from DDS.
2 - Improve the quality of service planning and responsiveness of service coordination and advocacy to improve personal outcomes and customer satisfaction. (5 Measures)											
Median Number of Calendar Days to Complete the Initial ISP	Quarterly	36	45	90	39	37	36	36	36	Met	
Percentage of ISPs that are completed before the ISP effective date	Quarterly	99.5%	99.7%	86%	99.5%	99.6%	100%	99.5%	99.7%	Met	

Measure	Frequency	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual	Was 2021 KPI Met?	Explanation For Unmet KPI
Percentage of NCI measures for which DDS is at or above the national average	Annually	50%	Not Available	55%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	No data available		
Percentage of People with a Level of Need (LON) assessment completed before the ISP meeting date	Quarterly	96%	95.5%	86%	95.6%	96.6%	98.8%	97.9%	97.2%	Met	
Percentage of indicators that demonstrate compliance with vocational rehabilitation (VR) regulations and policies (based on monthly case reviews)	Quarterly	88.4%	88.2%	86%	88.2%	84%	85%	87.1%	86%	Met	
3 - Improve the performance of DDS and provider community operations aligned with best practice to lead to improved personal outcomes and satisfaction. (2 Measures)											
Percentage of Healthcare Management Plans that meet published standards	Annually	90.1%	86.7%	86%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	89.46%	Met	
Percentage of settings that meet HCBS settings requirements	Annually	100%	100%	86%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Met	
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. (5 Measures)											
Percentage of applicable waiver providers currently receiving an annual certification	Quarterly	100%	100%	86%	100%	100%	100%	94.8%	97.1%	Met	
Percentage of Community Rehabilitation Programs (CRP) that meet HCA standards	Quarterly	88.2%	99%	86%	100%	100%	100%	100%	100%	Met	
Percentage of Investigations that are completed within 45 Days	Quarterly	99.6%	99.2%	86%	100%	100%	100%	100%	100%	Met	
Percentage of people with restrictive interventions who have an approved Behavior Support Plan (BSP)	Quarterly	95%	95.2%	86%	100%	96.4%	93%	96.9%	96.3%	Met	
Percentage of reported issues that are resolved on-time	Quarterly	90.4%	91.7%	86%	90.5%	91.1%	91.8%	89.2%	90.6%	Met	

2021 Workload Measures

Measure	FY 2019 Actual	FY 2020 Actual	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual
1 - Building a Culture of Quality (3 Measures)							
RSA Clients Served	5268	6069	Annual Measure	Annual Measure	Annual Measure	Annual Measure	5943
RSA Transition Referrals	713	528	Annual Measure	Annual Measure	Annual Measure	Annual Measure	526
RSA Referrals	4191	1283	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1132
1 - Consumer Resources (1 Measure)							
DDA Prior Authorizations processed	8523	13,663	Annual Measure	Annual Measure	Annual Measure	Annual Measure	11,380
2 - DDA Service Planning and Coordination (3 Measures)							
DDA Clients Served	2491	2409	Annual Measure	Annual Measure	Annual Measure	Annual Measure	2414
DDA Applications for Services	207	131	Annual Measure	Annual Measure	Annual Measure	Annual Measure	91
DDA Serious Reportable Incidents (SRIs) Requiring Investigation	1229	1230	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1050
2 - Disability Determination Services (1 Measure)							
DDD Determinations	26,286	22,095	Annual Measure	Annual Measure	Annual Measure	Annual Measure	22,917
4 - Quality Assurance (DDS) (1 Measure)							
DDA Provider Certification Reviews (PCR) Conducted	96	89	Annual Measure	Annual Measure	Annual Measure	Annual Measure	97

2021 Operations

Operations Title	Operations Description	Type of Operations
1 - Provide high quality direct services and supports leading to the full inclusion of people with disabilities in the District. (5 Activities)		
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
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
Building a Culture of Quality	Follow-up with three sub-committees developed within the Culture of Quality Workgroup to determine how the current focus has shifted as it pertains to COVID-19. Also, with this being a year long initiative that will close in December 2020, efforts will be made towards developing a plan to ensure we maintain the work and quality focus that has been reinforced by this group: Set up meetings with each of the sub-committees. This will serve as a springboard for the development of a workgroup that will continue with the implementation of CoQ recommendations as determined by the findings from the current work groups.	Key Project
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
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
2 - Improve the quality of service planning and responsiveness of service coordination and advocacy to improve personal outcomes and customer satisfaction. (4 Activities)		
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
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
New case management system	Work with DHCF and DCOA to implement a new intake case management system for DDA.	Key Project
3 - Improve the performance of DDS and provider community operations aligned with best practice to lead to improved personal outcomes and satisfaction. (4 Activities)		

Operations Title	Operations Description	Type of Operations
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
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. (1 Activity)		
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 policies, and provisions in contracts with agency. Develop and update policies and procedures and ensure timely submission of all federal reports.	Daily Service

2021 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Advancing Employment (1 Strategic Initiative)				
Advancing Employment	The Business Relations Specialist coordinated cross training for the American Job Center staff on disability awareness education. Members of the RSA Sensory unit presented on Deaf Awareness and Low Vision Awareness, on March 6th. Approximately 25 AJC center employees participated in the training, which took place at the DOES headquarters. The One-stop Operator team was instrumental in getting the AJC team coordinated.	Complete	The most recent training was officially launched in Peoplesoft. * Ensures that DDS/RSA is represented on the WIC's Business and Customer Engagement Team; Shares hiring events and job leads provided by the Department of Employment Services Business Engagement staff; Worked with staff to identify job seekers for positions being screened by the City University apprenticeship initiative.	
Building a Culture of Quality (1 Strategic Initiative)				
Building a Culture of Quality	Follow-up with three sub-committees developed within the Culture of Quality Workgroup to determine how the current focus has shifted as it pertains to COVID-19. Also, with this being a year-long initiative that will close in December 2020, efforts will be made towards developing a plan to ensure we maintain the work and quality focus that has been reinforced by this group: Set up meetings with each of the sub-committees. This will serve as a springboard for the development of a workgroup that will continue with the implementation of CoQ recommendations as determined by the findings from the current work groups.	Complete	As the Culture of Quality initiative looks to transition the work into the ongoing-practices of the quality improvement strategies of DDS, various tasks have been assigned aimed towards understanding the current data flow processes and subsequent gaps in these procedures so that DDS work units can collaborate with external stakeholders to continue to strengthen all aspects of the service delivery system that work in tandem to promote high-quality service delivery outcomes.	
Equity in Service Delivery and Desired Outcomes (1 Strategic Initiative)				
Equity in Service Delivery	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	Understanding the need for a tailored focus on this effort, DDS sought an opportunity to engage in this work at a District level and was subsequently selected to the first Racial Equity Pilot Cohort amongst District Government agencies. DDS serves as the only agency participating from the Health and Human Services Cluster. An internal Racial Equity Action Team has been developed to interact with the Office of Racial Equity (ORE) on a consistent basis to develop racial action plans, and assess agency policies and procedures geared towards envisioning and achieving a shared vision on racial equity in the District.	
Technology First (1 Strategic Initiative)				
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.	Complete	(1) In June 2021, 17 DDS Providers started participation in, "SHIFT Enabling Technology Educational Program" to equip providers with tech planning and implementation best practices. Provider progress will be reviewed upon the initial deadline of Sept. 30th (2) DDS has completed its' March-August Tech Web Series to increase awareness of tech solutions that people with disabilities can utilize to increase independence (3) DDS has onboarded a vendor with an expertise in supporting People with Intellectual and Developmental Disabilities to provide Telemedicine Urgent Care services. The project will be launched Fall 2021 and offered to all people supported by DDS in Residential Habilitation, Intermediate Care Facilities, Supported Living, and Host Home Settings	