

Office of the Deputy Mayor for Health and Human Services FY2021

Agency Office of the Deputy Mayor for Health and Human Services

Agency Code HG0

Fiscal Year 2021

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 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

2021 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
DMHHS supported DC Health in standing up COVID testing infrastructure when testing and social distancing were the only mitigation strategies, as well as developing and implementing a plan to facilitate the widespread distribution of the COVID vaccine/booster given the changes in the response.		
DMHHS improved coordination on encampments. The Encampment Program Manager was a new position created in 2021 and it has proven to be essential to coordinating the encampment navigators in DMHHS and cross-cluster collaboration. The role of the Encampment Program Manager has been particularly helpful in implementing the CARE pilot.		
After reforming the system for families experiencing homelessness in the District, including the closure of DC General Family Shelter and opening of the final short-term family housing programs this year, the Interagency Council on Homelessness released Homeward DC 2.0, the second iteration of the District's five year strategic plan to make homelessness rare, brief and non-recurring, with a strong focus on realizing progress with unaccompanied adult homelessness.		

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 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 Measures)											

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
Percent of DMHHS Cluster agencies fiscal year key performance indicators either met or nearly met.	Annually	77.7%	67.5%	85%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	76.38%	Unmet	All of our cluster agencies are either directly dealing with policy, response, and protocol regarding the COVID-19 pandemic or their operations, services, and population served, are directly impacted by the pandemic. Though our agencies still worked toward their strategic objectives and KPIs our agencies had to prioritize ensuring all of our residents were safe, and that they were standing up programming to ensure our residents were still receiving the services they needed, despite the phase of the pandemic. The initial formulation of the KPIs did not take into account a multiyear pandemic, but agencies continue to prioritize the health and safety of residents.

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 DMHHS Cluster agencies' fiscal year strategic initiatives complete.	Annually	69.2%	57.9%	85.1%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	57.38%	Unmet	All of our cluster agencies are either directly dealing with policy, response, and protocol regarding the COVID-19 pandemic or their operations, services, and population served, are directly impacted by the pandemic. Though our agencies still worked toward their strategic objectives and KPIs our agencies had to prioritize ensuring all of our residents were safe, and that they were standing up programming to ensure our residents were still receiving the services they needed, despite the phase of the pandemic. The initial formulation of the KPIs did not take into account a multiyear pandemic, but agencies continue to prioritize the health and safety of residents.
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 Measures)											
Percent of action items in progress or accomplished under Homeward DC	Annually	95%	90%	95%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	95%	Met	
Percent of strategies progress or accomplished on the Age-Friendly DC dashboard.	Annually	95%	83%	95%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	72%	Unmet	Age-Friendly DC progress has been challenged in FY21 by COVID and associated issues. There are 96 Performance Indicators spread over 14 Domains (Areas of Focus). Overall progress in FY21 - 72% By Pillar: 1 Built Environment - 65% 2 Changing Attitude about Growing Older - 59% 3 Lifelong Health & Security - 83%

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
Number of strategic priorities adopted by the Thrive by Five Coordinating Council.	Annually	New in 2020	4	Waiting on Data	Annual Measure	Annual Measure	Annual Measure	Annual Measure	4	No Target Set	
3 - Create and maintain a highly efficient, transparent, and responsive District government. (1 Measure)											
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	

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 - Agency Support (2 Measures)							
Number of one-on-one meetings held with agency directors.	New in 2020	16	10	3	7	4	24
Number of health and human service cluster meetings	New in 2020	19	2	1	1	0	4
1 - Communications (1 Measure)							
Number of media interviews conducted.	New in 2020	25	4	4	5	8	21
2 - Age-Friendly DC (1 Measure)							
Number of Age-Friendly Task Force and Subcommittee Meetings held	New in 2020	69	18	14	17	14	63
2 - Emergency Response (1 Measure)							
Number of displacements of 10 or more people respond to by DMHHS and cluster agencies	New in 2020	11	2	2	1	1	6
2 - Encampments (1 Measure)							
Number of encampment engagement protocols conducted	New in 2020	88	10	23	26	22	81
2 - Interagency Council on Homelessness (ICH) (1 Measure)							
Number of Interagency Council on Homelessness Full Council and Subcommittee Meetings held	New in 2020	144	12	11	13	13	49
2 - Thrive by Five (1 Measure)							
Number of Thrive by Five Coordinating Council and Working Group Meetings held	New in 2020	10	2	2	3	3	10
3 - Constituent Relations (1 Measure)							
Number of constituent issues responded to	New in 2020	954	811	No data available	560	560	No data available

2021 Operations

Operations Title	Operations Description	Type of Operations
1 - 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. (7 Activities)		
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

Operations Title	Operations Description	Type of Operations
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
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. (8 Activities)		
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
Thrive by Five	Oversee and facilitate the development and implementation of the Thrive by Five Coordinating Council.	Daily Service
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
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
3 - Create and maintain a highly efficient, transparent, and responsive District government. (2 Activities)		
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

2021 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Emergency Response (1 Strategic Initiative)				
Emergency Management	In FY21, in coordination with HSEMA and DHS, DMHHS will implement emergency response improvements to enhance the HHS cluster's ability to respond to emergencies. Specifically, DMHHS will work with HSEMA and HHS agencies to: <ul style="list-style-type: none"> • Create a multi-agency response management platform that tracks resident's information during a displacement event and seamlessly refers them to needed resources. This will build off the Virtual Family Assistance Center (VFAC) set up during the COVID-19 response. • Update the response playbook to ensure it clearly outlines the set protocol and that each response agency understands their specific role. 	75-99%	This project is currently on hold.	This project is currently on hold.
Encampments (1 Strategic Initiative)				

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Homeless Encampments	In FY21, DMHHS will implement more proactive and preventative strategies to help encampment residents clean their own spaces and in turn reduce the frequency of cleanups at certain sites. This will include implementing harm reduction strategies such as installing sharps containers at certain sites, distributing trash bags, brooms, and other cleaning supplies, having DPW empty nearby trash receptacles more frequently, etc.	Complete	The Encampment Response Team continues to provide PPE supplies (face mask, hand sanitizer, disposable hand gloves), resource packets, and trash bags. When residents demonstrate that they wish to maintain their space, but lack brooms and rakes to do so effectively, we provide those tools as well. These items allow the residents to safely and effectively clean and maintain their space, resulting in less need for the City to conduct cleanup engagements. During Q2, DMHHS worked with DPW to create a weekly trash pickup route for 50-60 select encampments. Encampments were selected for the pickup program based on interest & need of residents and accessibility for DPW workers. Trash bins were placed at these sites and are emptied at least once a week; some sites received twice a week pickup.	
Inter-agency and special initiatives (2 Strategic initiatives)				
Families First DC	DMHHS will lead coordination of government agencies and monitor success for the Families First DC initiative, a primary prevention strategy designed to empower families, integrate services, and meet the needs of families at-risk of crisis. CFSA will directly oversee 10 grantees who will serve communities at Family Success Centers in Wards 7 and 8 at the beginning of FY21. In FY21, DMHHS will coordinate and staff leadership team meetings and work with CFSA and grantees to ensure they have access to the agency partners needed to be successful and that data metrics are in place to track success and outcomes.	Complete	o All Family Success Centers opened the doors of their physical locations to the public in Q1. The Mayor kicked off the launches with a press release in October and all 10 locations opened in the weeks following that event. While centers are keeping COVID social distancing practices in mind, they are still working hard to serve the community and fill vital needs (for example, providing food, connecting residents to social benefits, supporting families with distancing learning, educating families about testing and vaccines, etc.). Data collection and collective learning groups for providers are ongoing.	
Sobering Centers	In FY21, DMHHS will work with DBH to implement a study to assess the District's ability to establish and maintain a sobering center to decrease emergency room usage by those suffering from drug or alcohol misuse and abuse. This will include supporting the procurement of a vendor to conduct the study, assisting with the interagency coordination, troubleshooting with DBH to address any challenges in implementation and developing a final report highlighting the feasibility of creating a sobering center.	Complete	Feasibility study has been completed.	
Interagency Council on Homelessness (ICH) (1 Strategic Initiative)				
Interagency Council on Homelessness	As part of Mayor Bowser's goal to make homelessness in the District rare, brief, and nonrecurring, the Interagency Council on Homelessness (ICH) launched Homeward DC to set the District's strategic plan to end homelessness. Homeward DC was a five year from 2015 through 2020. In FY21, the ICH will finalize and launch Homeward DC 2.0, the District's second iteration of the strategic plan. The ICH will begin implementation of the plans goals, strategies, and objectives over FY21 through its Committee and Workgroup structure.	Complete	Homeward DC 2.0 was launched in July and the ICH began implementation of the plan's goals, strategies, and objectives through the ICH Committee and Workgroup structure throughout FY21.	
New Hospital (1 Strategic Initiative)				
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%	The hospital will not be online this year. Thus, engagement will continue.	The new hospital is set to open in FY24. Thus, engagement will continue.
Short-term Family Housing (1 Strategic Initiative)				
Short-term Family Housing	As part of Mayor Bowser's goal to close DC General Family Shelter and open short-term family housing programs, DMHHS will coordinate the opening of the final Short-term Family Housing (STFH) program in Ward 1.	Complete	All Short Term Family Housing (STFH) buildings have been opened, including the final STFH site in Ward 1.	
Thrive by Five (1 Strategic Initiative)				

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Thrive by Five	The Thrive by Five Coordinating Council will use a strategic process and stakeholder engagement to develop and present 1-3 recommendations related to each of the following areas: early learning/development and child health governance and systems navigation; improving perinatal health; and early learning and development resources, programming, and support.	Complete	The Thrive by Five Coordinating Council developed and presented 15 recommendations (4 related to early learning and development, 6 related to maternal health, and 5 related to systems navigation) in Thrive by Five DC's 2020 Annual Report. These recommendations have been shared broadly with over 500 contacts, including Thrive by Five's stakeholders, DC Council, and the Executive Office of the Mayor. Recommendations have also been presented to numerous stakeholders at collaborative meetings and partnership meetings with other District government offices and agencies.	