



# **OFFICE OF THE DEPUTY MAYOR FOR HEALTH AND HUMAN SERVICES**

**FY 2023 PERFORMANCE ACCOUNTABILITY REPORT**

**JANUARY 16, 2024**

# **CONTENTS**

---

<b>Contents</b>	<b>2</b>
<b>1 Office of the Deputy Mayor for Health and Human Services</b>	<b>3</b>
<b>2 2023 Accomplishments</b>	<b>4</b>
<b>3 2023 Objectives</b>	<b>7</b>
<b>4 2023 Operations</b>	<b>8</b>
<b>5 2023 Strategic Initiatives</b>	<b>10</b>
<b>6 2023 Key Performance Indicators and Workload Measures</b>	<b>16</b>

## **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 (CDSA) 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; and Ensuring compliance with local and federal mandates

## **2 2023 ACCOMPLISHMENTS**

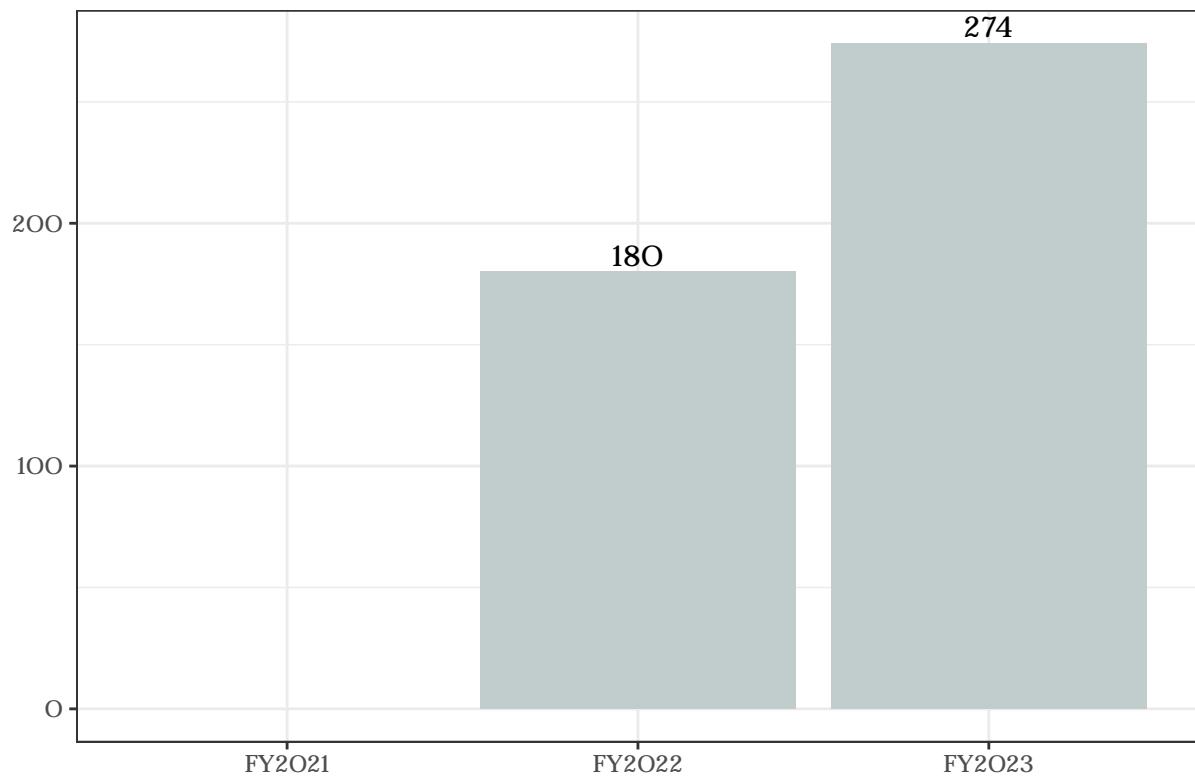
---

Accomplishment	Impact on Agency	Impact on Residents
Exiting LaShawn and CFSA Transition	NA	After 31 years, the District officially exited the LaShawn A. v. Bowser class action lawsuit and federal court oversight of CFSA. DMHHS has supported CFSA through this process and will continue to assist the agency as they work to transform from a child welfare agency to a child and family well-being system. This is a monumental accomplishment that has been recognized by numerous child welfare agencies nationwide that is now being built on with the soon-to-be launched Warmline. The 211 Warmline and Community Response Model will voluntarily connect children, families, and community members to DC government systems of care and community-based services to strengthen and support District residents in their communities and prevent the need for a Child Protective Services (CPS) Hotline call.

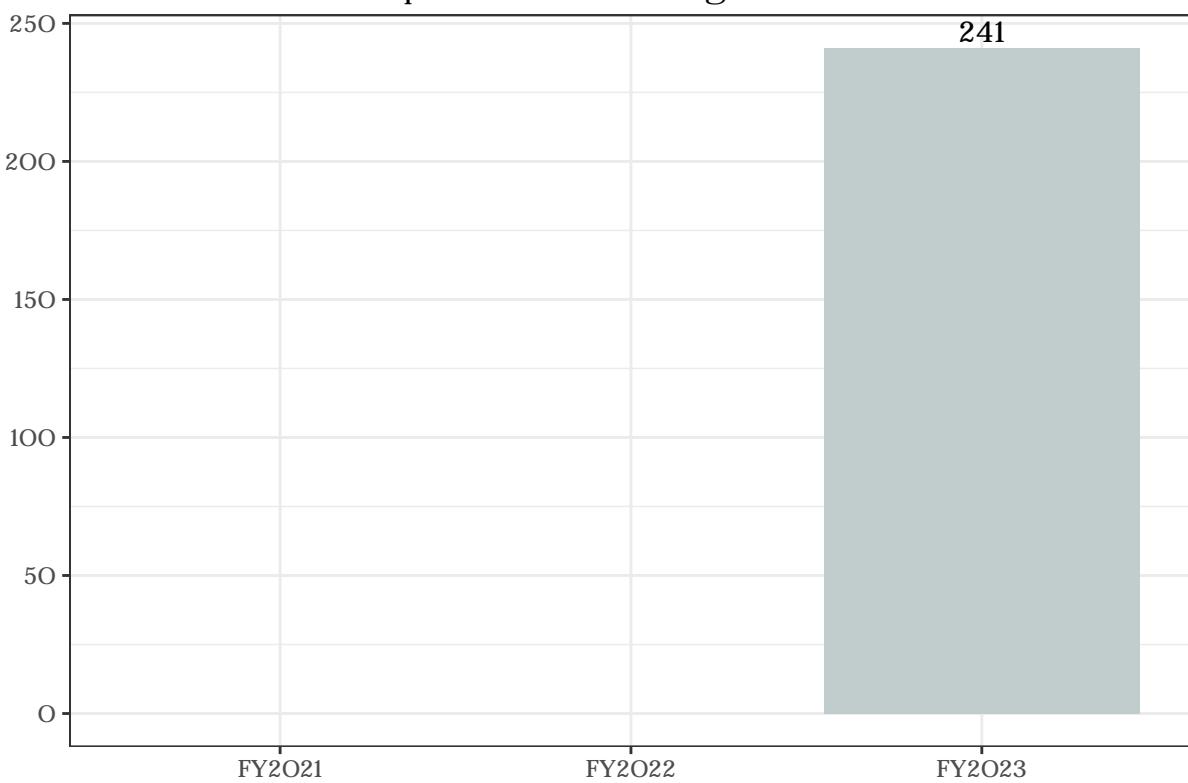
*(continued)*

Accomplishment	Impact on Agency	Impact on Residents
Age-Friendly DC Outreach and Plans	NA	The Age-Friendly DC team spent FY23 wrapping up the Age-Friendly DC 2018-2023 Strategic Plan. This work will produce a final report that will be submitted to WHO, AARP, and DC Gov. The report will also serve as the foundation for the next five-year plan. A major aspect of this work involved the distribution of a survey to get the opinions of residents across the District on the last five years and DC as an age-friendly place in general. This survey was printed in The Beacon newspaper, placed in libraries across the District, and promoted at in-person events. It received over 1100 responses. Age-Friendly DC also hosted over 30 listening sessions in FY23 to make sure every voice was heard for the previous plan's wrap-up and the creation of the next plan. The opinions of residents guide the work of Age-Friendly DC which is why the number of responses and voices heard throughout the last year is such an accomplishment.

**Number of constituent issues responded to**



**Number of encampment residents registered for a DC One Card**



### **3 2023 OBJECTIVES**

---

#### **Strategic Objective**

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.

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.

Create and maintain a highly efficient, transparent, and responsive District government.

---

## 4 2023 OPERATIONS

---

Operation Title	Operation Description
<b>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.</b>	
Legislation and Council Relations: Daily Service	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.
Rulemaking: Daily Service	Review and approval of all HHS Cluster agencies' rulemaking requests.
Budget: Daily Service	Support to HHS Cluster agencies regarding budget needs and priorities to ensure agency and Mayoral priorities.
Inter-agency and special initiatives: Daily Service	Ongoing broad oversight of, and support to, HHS Cluster agencies across special and/or inter-agency initiatives.
Agency Support: Daily Service	Assist agencies with getting through roadblocks impeding their ability to carry out their mission effectively.
Policy Recommendations: Daily Service	Recommend policies and programs using data evidence and best practices to meet the health and human service needs of District residents.
Communications: Daily Service	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.
<b>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.</b>	
Interagency Council on Homelessness (ICH): Daily Service	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).
Age-Friendly DC: Daily Service	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.
Short-term Family Housing: Key Project	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.
New Hospital: Key Project	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.
Encampments: Daily Service	Oversee and facilitate the inter-agency encampment protocol response.
Emergency Response: Daily Service	Oversee and facilitate the HHS Cluster interagency emergency response.
Low Barrier Shelter Development: Daily Service	Oversee and facilitate the interagency collaboration on low barrier shelters and other related projects, including shelter renovations and replacements.
Sobering and Stabilization Center: Key Project	Support, oversee, and facilitate DBH and interagency collaboration as the agency works to launch the District's first (and eventually second) Sobering and Stabilization Center (SSC).
Telehealth Services: Key Project	Oversee and facilitate the efforts of HHS cluster agencies as they work to expand access to telehealth services.
Office of Migrant Services: Daily Service	Support, oversee, and facilitate DHS and interagency collaboration as the agency works to stand up the Office of Migrant Services.
Age-Friendly DC 24-28 Strategic Plan: Daily Service	Listen to residents regarding continuing concerns about growing up and growing older in the District. This will guide Age-Friendly DC towards new issues to be addressed in the Age-Friendly DC 2024-2028 Strategic Plan and guide the work overall.
<b>Create and maintain a highly efficient, transparent, and responsive District government.</b>	

*(continued)*

Operation Title	Operation Description
Performance Planning: Daily Service	Review and approve HHS Cluster agencies' performance plans to ensure improved outcomes, accurate information, and efficiencies at the agency-level.
Constituent Relations: Daily Service	Receive, track, and resolve health and human services-related constituent issues and concerns brought up to the attention of DMHHS.

## 5 2023 STRATEGIC INITIATIVES

---

In FY 2023, Office of the Deputy Mayor for Health and Human Services had 8 Strategic Initiatives and completed 12.5%.

Title	Description	Update
New Hospital	DMHHS will continue to co-lead, with DHCF, the work to build the new hospital (Cedar Hill Regional Medical Center, GW Health) on the Saint Elizabeth's East campus. In FY23, DMHHS will continue to conduct community and stakeholder engagement. DMHHS will also engage partner organizations with a focus on further expansion of services that will be offered on the campus. The goal is to create a high-quality integrated health care system east of the Anacostia River.	Completed to date: 50-74% Construction of Cedar Hill continues to progress on schedule with the hospital slated early 2025 opening. The Whitman-Walker Max Robinson Center opened on the St. Elizabeth's East campus in Q4, pushing the District closer to our goal of building a high-quality integrated health care system east of the Anacostia River. The new facility will provide dental, primary and HIV care.
2018-2023 Strategic Plan	Complete evaluation of progress made on the Age-Friendly DC 2018-2023 Strategic Plan and prepare 5-year report for the World Health Organization and AARP.	Completed to date: 75-99% In FY23, Age-Friendly DC has been steadily progressing towards its goal of evaluating the progress made on the Age-Friendly DC 2018-2023 Strategic Plan and finalizing the 5-year report for the World Health Organization and AARP. Years of data collection, program evaluations, meetings, listening sessions, events, interagency collaboration, and surveys will culminate in this report that will be delivered in November 2023. The results from all this work will show where Age-Friendly DC has grown over the last 5 years, needs to grow, missed the mark, and had great results, among many other evaluation factors. This report will also guide the next five-year report for 2024-28.

Opioid Use Services / Reporting	<p>DMHHS will continue to work with DBH to create the structures and processes for regular updates to OCA regarding opioid use, spikes in overdoses, and overall reporting on this pressing issue. Progress is being made to stem overdoses and overdose deaths in the District, though there still is a lot of room for improvement which can be made through greater collaboration and information sharing facilitated by DMHHS. A portion of this work will focus on bringing more attention to the updates and projects that are discussed during the monthly DC Opioid Working Group. This group brings together employees from across District Government to share data, insights, news, projects, and updates. The goal of this work is to decrease the morbidity and mortality from opioid use and addiction in the District of Columbia through a multi-disciplinary approach. Government wide collaboration will continue to be vital to reaching the goals of DBH and the Opioid Working Group.</p>	<p><b>Completed to date: 75-99%</b></p> <p>As opioids continue to drive rises in overdoses and overdose deaths throughout the District, DMHHS has sustained support to DBH by continuing to facilitate additional meetings between the agency, EOM, and OCA. This past quarter, the updates covered Ward-level overdose changes, youth opioid use, the emerging threat of xylazine, and overdose prevention sites. With increased dialogue and interest on overdose prevention sites anticipated from EOM and OCA, DMHHS assisted DBH with preparing a briefing presentation to outline policy research and discoveries from the New York City site visit we conducted in August 2023.</p> <p>In September 2023, DMHHS supported DBH with a review of updates to Live.Long.DC. (LLDC) 2.0—the District's strategic plan for combatting the crisis. The next iteration of the blueprint, LLDC 3.0, was finalized and approved by DMHHS at the end of FY23 and will be implemented starting FY24.</p>
---------------------------------	--	---

Sobering and Stabilization Center	<p>DMHHS will support the Department of Behavioral Health (DBH) as the agency works to launch the District's first Sobering and Stabilization Center (SSC). The SSC will require an outside operator and collaboration between numerous District agencies to ensure seamless, successful, and impactful operations.</p> <p>Launching the SSC and establishing the ongoing operations of the center will improve the healthcare system in the District, save lives of individuals addicted to alcohol, opioids and other drugs and will have an immediate positive impact on ED and FEMS patient loads and response times. The SSC will also fill a gap in services currently offered by the District and divert people that may have ended up in MPD custody otherwise.</p> <p>After the launch of the SSC, DMHHS will support DBH as the agency uses lessons learned from the first SSC to open a second center in a different part of the District (most likely Ward 1).</p>	Completed to date: 75-99% The District's first stabilization center is nearing completion and slated to open during Q1 of FY24. This opening will mark another step forward in DC's continued efforts to combat the opioid epidemic. Construction, inspection, and certification issues contributed to delays in opening the SC. Once opened, the SC will serve as a model and guide for the construction and opening of a second facility.
-----------------------------------	--	--

No Shots, No School	<p>In FY23, DMHHS will continue ongoing work on the No Shots, No School program for school year 2022-2023.</p> <p>District law and regulations require all schools to verify student compliance with the immunization requirements as part of school attendance. With thousands of students behind on routine immunizations, there has been a push by EOM and District wide agencies to get students in compliance. While DC Government hopes no student misses time due to non-compliance, enforcement of the immunization attendance policy is the best mechanism to reach full compliance. With enforcement set to begin in Q1 - FY23, this multi-agency effort will come under intense scrutiny.</p> <p>DMHHS, in collaboration with DC Health and CFSA within the cluster, along with DME, OSSE, DCPS, and DCPCSB, will work to reach full student compliance with as few exclusions as possible.</p>	<p><b>Completed to date:</b> Complete</p> <p>Throughout School Year 22-23, DMHHS coordinated with DC Health, CFSA, DME, OSSE, DCPS, and the PCPCSB on the 'No Shots, No School' program. For about 10 years, DC did not enforce the law requiring student compliance with immunizations for school attendance. This past school year, due to high levels on non-compliance in spite of continued efforts to boost immunization levels, exclusions were renewed as an additional strategy to increase compliance. Throughout the year schools favored intensive communication and outreach over exclusion with only 14.8% (2,387 out of 16,068) of students who met exclusion criteria actually excluded for any amount of time.</p> <p>Overall in FY23 this initiative remained on-track. In year-2, changes to targeted exclusions will be implemented to align the time a student can be excluded with the vaccination schedule for children. This change will allow parents additional time to get their child vaccinated as there are now only 4 exclusion grades. DMHHS will continue to monitor the program moving forward, providing support when needed.</p>
------------------------	--	--

CFSA Transition	<p>DMHHS will support CFSA as the agency makes the transition from a child welfare agency to a child and family well-being system. This work towards an agency transition was a major factor in bringing an official end to LaShawn A. v. Bowser. LaShawn was a 31-year-old class action lawsuit whose closure also meant the exit of federal court oversight over CFSA. DMHHS will now work to assist a post-LaShawn CFSA as the agency works to transform from a child welfare agency to a child and family well-being system. With the development of the Four Pillars strategic framework; approval of the District's federal Five-Year Family First Prevention Plan; and implementation of Families First DC, CFSA has steadfastly laid the groundwork for a system transformation. With additional, cross-government projects like a 311 warmline, community based response model, and neglect statute updates being discussed, DMHHS will work to support the agency and facilitate new these new ideas / projects.</p>	<p>Completed to date: 50-74%      CFSA is continuing its work on initiatives aimed at transforming the District's child welfare agency into a child and family well-being system. In response to the Mayor's Order that called for a whole-of-government approach to interrupt violent incidents among youth this summer, DMHHS supported CFSA with coordination of a care plan between the agency and DYRS for youth caught past curfew.      This quarter CFSA began recruiting and hiring staff that will be collocated at OUC to manage the 211-Warmline. This project will enter Part 1 of a phased launch plan on October 30, 2023 for its "Soft Launch," by which all 211 staff will be onboarded, trained and MOUs with OUC in place to begin assessing existing calls and testing the referral system during this phase. DMHHS will continue to support implementation of this initiative as CFSA finalizes its operation to prepare for official launch to the public in FY24.</p>
--------------------	--	--

Office of Migrant Services	<p>In FY23, DMHHS will support DHS as it works to stand up the Office of Migrant Services. Established by the Mayor at the end of FY22 via a public emergency declaration, and codified by emergency leg passed by Council, the Office of Migrant Services was created to meet the needs of migrants being bused to DC. Whether it's receiving the buses / having a reception center, facilitating onward travel, short-term respite, longer-term temp accommodations, meals, healthcare, social services, or any other needs, the new office is building out teams and services to fill these gaps. As codified, this will be separate from the homeless services system. DMHHS will continue to provide ongoing support to DHS to ensure the office has the government wide support it needs to achieve the goals laid out for it by both the Mayor and Council.</p>	<p>Completed to date: 75-99% In Q4, the Office of Migrant Services (OMS) made the transition from an emergency operation to being a standard service and office with the Department of Human Services (DHS). OMS was able to fully open the centralized reception, respite, and temporary accommodation facility, Harbor Light. This new facility has been immensely helpful as the office looks to phase out the use of hotels and centralize support services.</p>
CARE Program	<p>Following the one year pilot of the CARE Program in FY22, DMHHS will continue to implement CARE in FY23. Building off of a year of experience that included compiling an evaluation/report that detailed successes, failures, areas for improvement, and lessons learned, along with qualitative and quantitative analysis, the encampment team will continue to actively engage targeted encampments + residents and work to help them access housing. Year 2 implementation is pending approval of the CARE Program following a review of the pilot.</p>	<p>Completed to date: 0-24% The CARE Initiative has been put on hold as DMHHS works to identify the backlog in the housing assistance system. Potential expansion of the program is possible (pending Mayoral approval) after resolving housing assistance issues.</p>

## 6 2023 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

Measure	Key Performance Indicators										
	Directionality	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023	FY 2023 Target	Was 2023 KPI Met?	Explanation of Unmet KPI
<b>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.</b>											
Percent of DMHHS Cluster agencies fiscal year key performance indicators either met or nearly met.	Up is Better	Not Available	83.7%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	80.2%	85%	Nearly Met	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 an 80% meet or almost meet rate, which while not the target, is still impressive when circumstances are taken into consideration. Some agencies had trouble reaching their targets as the landscape across DC with certain issues changed and with that responses also adjusted.

## Key Performance Indicators (continued)

Measure	Directionality		FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023	FY 2023 Target	Was 2023 KPI Met?	Explanation of Unmet KPI
	Up is Better	Not Available			Annual Measure	Annual Measure	Annual Measure	Annual Measure				
Percentage of DMHHS Cluster agencies' fiscal year strategic initiatives complete.	Up is Better	Not Available	64.5%		Annual Measure	Annual Measure	Annual Measure	Annual Measure	57.6%	85.1%	Unmet	Many of the HHS cluster agencies have had progress on their strategic initiatives slowed by the tightening of budgets, urgent issues taking precedent over longstanding goals, and transforming needs across the District. 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.
<b>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.</b>												
Percent of action items in progress or accomplished under Homeward DC	Up is Better	95%	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	No data available	95%			
Percent of strategies progress or accomplished on the Age-Friendly DC dashboard.	Up is Better	72%	79%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	95%	95%	Met		
Number of residents housed via the CARE pilot	Up is Better	New in 2022	111	Annual Measure	Annual Measure	Annual Measure	Annual Measure	No applicable incidents	-	-		
<b>Create and maintain a highly efficient, transparent, and responsive District government.</b>												
Percent of consent decrees where progress is made on meeting exit criteria	Up is Better	100%	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	100%	Met		

### Workload Measures

Measure	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023
<b>Agency Support</b>							
Number of health and human service cluster meetings	4	8	8	2	0	0	10
Number of one-on-one meetings held with agency directors	24	17	1	5	5	5	16
<b>Communications</b>							
Number of media interviews conducted	21	Not Available	Waiting on Data	Waiting on Data	Waiting on Data	Waiting on Data	No data available
<b>Age-Friendly DC</b>							
Number of Age-Friendly Task Force and Subcommittee Meetings held	63	49	15	19	16	42	92
<b>Emergency Response</b>							
Number of displacements of 10 or more people respond to by DMHHS and cluster agencies	6	5	0	0	1	0	1
<b>Encampments</b>							
Number of encampment engagement protocols conducted	81	82	30	7	22	12	71
Coordinated bulk trash engagements in collaboration with DPW	New in 2023	New in 2023	79	92	91	89	351
Number of encampment residents registered for a DC One Card	New in 2023	New in 2023	35	9	122	75	241
<b>Interagency Council on Homelessness (ICH)</b>							
Number of Interagency Council on Homelessness Full Council and Subcommittee Meetings held	49	Not Available	7	10	11	13	41
<b>Constituent Relations</b>							
Number of constituent issues responded to	Not Available	180	68	110	53	43	274