



**DEPARTMENT ON DISABILITY SERVICES**  
**FY 2024 PERFORMANCE PLAN**

**DECEMBER 6, 2023**

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# 1 DEPARTMENT ON DISABILITY SERVICES

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*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.

*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.

## 2 2024 OBJECTIVES

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### Strategic Objective

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Provide high quality direct services and supports leading to the full inclusion of people with disabilities in the District.

Improve the quality of service planning and responsiveness of service coordination and advocacy to improve personal outcomes and customer satisfaction.

Improve the performance of DDS and provider community operations aligned with best practice to lead to improved personal outcomes and satisfaction.

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.

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

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### 3 2024 OPERATIONS

Operation Title	Operation Description	Type of Operation
<b>Provide high quality direct services and supports leading to the full inclusion of people with disabilities in the District.</b>		
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
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
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
Building a Culture of Quality	The Culture of Quality Workgroup will leverage information collected during the FY23 implementation to further inform areas of improvement and quality alignment through the designated subgroups. The sub-groups will continue to meet monthly and report aggregated findings to the full Culture of Quality Committee or other committees regarding quality improvement.	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. In FY24, DDS will develop the agency specific Racial Equity Action Plan (REAP) which will identify specific goals with target outcomes relating to this initiative.	Daily Service
<b>Improve the quality of service planning and responsiveness of service coordination and advocacy to improve personal outcomes and customer satisfaction.</b>		
Developmental Disabilities Administration (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 Individual Support Plans (ISP) and advocates for the person and his/her family.	Daily Service

(continued)

Operation Title	Operation Description	Type of Operation
Disability Determination Services	Adjudicates Social Security Administration's, Social Insurance Claims for Title 2 (SSDI) and Title 16 (SSI) benefits. The Disability Determination Division reviews or secures the claimants medical information to review and complete a medical determination of eligibility for SSA benefits.	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

**Improve the performance of DDS and provider community operations aligned with best practice to lead to improved personal outcomes and satisfaction.**

Department on Disability Services' 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
Person-centered thinking (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
Consumer Resources and Operations	Personnel providing technical assistance and training to provider community on best practice, management of Home and Community Based Services (HCBS) waiver operations and provision of clinical services, supports and monitoring.	Daily Service
Operations	Responsible for provider relations, contract monitoring and processing of payments for all DDS services	Daily Service

**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.**

*(continued)*

Operation Title	Operation Description	Type of Operation
Quality Assurance (DDS)	Maintain a system of quality assurance that ensure the safety and well-being of people with disabilities and identify possible barriers to service provisions within the provider community. Monitor internal and external provisions of DDA and RSA service delivery system 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

## 4 2024 STRATEGIC INITIATIVES

Title	Description	Proposed Completion Date
Increase Job Placements in Wards 7 & 8	Department on Disability Services has vocational rehabilitation counselors assigned to provide Vocational Rehabilitation services five days per week at the two American Job Centers in Ward 8 and 7 one day a week until the AJCs open up to more WIOA partners at the site 5 days a week. In addition to this, in FY 2024, DDS employment coordinators (ECs) and Business Relations specialists will enhance outreach to businesses in wards 7 and 8 to provide appropriate candidates for vacancies and provide support to businesses regarding the employment of people with disabilities, including training and technical assistance on the requirements of the Americans with Disabilities Act and support on the provision of accommodations. In addition, the ECs will periodically provide workshops on resume development, job search assistance services, interview techniques, and job placement support for people with disabilities.	9/30/2024
Tech First	Implement the 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) providing support so that people can have access to technology.	9/30/2024
Building a Culture of Quality	The Culture of Quality Workgroup will continue to leverage information to further inform areas of improvement and quality alignment through the designated subgroups. The sub-groups will continue to meet monthly and report aggregated findings to the full Culture of Quality Committee	9/30/2024
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. In FY24, DDS will develop the agency-specific Racial Equity Action Plan (REAP) which will identify specific goals with target outcomes relating to this initiative	9/30/2024

## 5 2024 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

### Key Performance Indicators

Measure	Directionality	FY 2021	FY 2022	FY 2023	FY 2024 Target
<b>Provide high quality direct services and supports leading to the full inclusion of people with disabilities in the District.</b>					
Percent difference between actual and budgeted HCBS expenditures	Neutral	1%	4%	8%	10%
Percentage of high school students ages 16-22 with disabilities who receive at least one pre-employment transition service each school year.	Up is Better	80.1%	86.9%	79.5%	75%
Average entry level wage for District of Columbia residents with disabilities successfully employed.	Up is Better	17.34	18.2	19.81	16.5
Percentage of participants who obtain a recognized postsecondary credential as a result of participating in an education or training program during a program year	Up is Better	New in 2022	39.8%	36%	35%
Percent decrease in the number of people subsequently admitted to Hospital after initial ER visit	Down is Better	New in 2023	New in 2023	8%	30%
Percent decrease in the number of people sent to the ER in response to a perceived health need over prior year	Down is Better	New in 2023	New in 2023	7%	40%
<b>Improve the quality of service planning and responsiveness of service coordination and advocacy to improve personal outcomes and customer satisfaction.</b>					
Median Number of Calendar Days to Complete the Initial Individual Support Plan	Down is Better	36	49	39	90
Percent of indicators that demonstrate compliance with vocational rehabilitation (VR) regulations and policies (based on monthly case reviews)	Up is Better	86%	78.1%	88.1%	86%
Percent of People with a Level of Need (LON) assessment completed before the Individual Support Plan meeting date	Up is Better	97.2%	95.7%	94.6%	86%
Percent of Individual Support Plans (ISP) that are completed before the Individual Support Plan effective date	Up is Better	99.7%	99.4%	99%	86%
<b>Improve the performance of DDS and provider community operations aligned with best practice to lead to improved personal outcomes and satisfaction.</b>					
Percent of Healthcare Management Plans that meet published standards	Up is Better	89.5%	92.5%	95.2%	86%
<b>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.</b>					

Key Performance Indicators (*continued*)

Measure	Directionality	FY 2021	FY 2022	FY 2023	FY 2024 Target
Percent of reported issues that are resolved on-time	Up is Better	90.6%	86.2%	86.7%	86%
Percent of people with restrictive interventions who have an approved Behavior Support Plan (BSP)	Up is Better	96.9%	96%	99.9%	86%
Percent of Investigations that are completed within 45 Days	Up is Better	100%	99.6%	98.9%	86%

Workload Measures

Measure	FY 2021	FY 2022	FY 2023
<b>Advancing Employment</b>			
Number of people placed by Rehabilitation Services Administration that remained employed for 90 calendar days or more	Not Available	649	605
<b>Building a Culture of Quality</b>			
Number of Rehabilitation Services Administration (RSA) Clients Served	5,943	5,834	5,694
Number of Rehabilitation Services Administration (RSA) Transition Referrals	526	777	891
Number of Rehabilitation Services Administration (RSA) Referrals	1,132	1,191	1,128
<b>Consumer Resources</b>			
Number of Developmental Disabilities Administration (DDA) Prior Authorizations processed	11,380	9,877	9,555
<b>Developmental Disabilities Administration (DDA) Service Planning and Coordination</b>			
Number of Developmental Disabilities Administration (DDA) Serious Reportable Incidents (SRIs) Requiring Investigation	1,050	1,188	1,155
Number of Developmental Disabilities Administration (DDA) Clients Served	2,414	2,413	2,511
Number of Developmental Disabilities Administration (DDA) Applications for Services received	91	112	268
<b>Disability Determination Services</b>			
Number of Determinations made by Disability Determination Division (DDD)	22,917	28,794	20,304
<b>Quality Assurance (DDS)</b>			
Number of Developmental Disabilities Administration (DDA) Provider Certification Reviews (PCR) Conducted	97	114	126