



Department on Disability Services DDS (JM)

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. DDS/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, inclusive business enterprises and supports for the D.C. Center for Independent Living. The Agency also services as the state agency for Social Security Disability Insurance determinations.

ACCOMPLISHMENTS

- ✓ DDS has significantly expanded RSA Youth in Transition Services and increased interagency collaboration in transition programming. DDS/RSA increased the number of Youth in Transition referrals by 100% from 445 in FY12 to 889 in FY13. The number of successful closures in the Youth in Transition program increased from 8 in FY12 to 71 in FY13. Also, DDS, OSSE and DCPS, created a joint Transition Toolkit, coordinated by RSA, for use by school staff, youth and their families, and other District agencies.

- ✓ DDS significantly increased the agency emphasis on Person-Centered Service Planning and Delivery approaches to ensure services and supports are planned and effectively implemented in accordance with each person's unique needs, expressed preferences and decisions concerning his/her life in the community. As part of this effort DDS launched a massive initiative to training all RSA/DDA staff as well as the staff of RSA/DDA service providers in Person Centered Thinking. To date the agency has trained



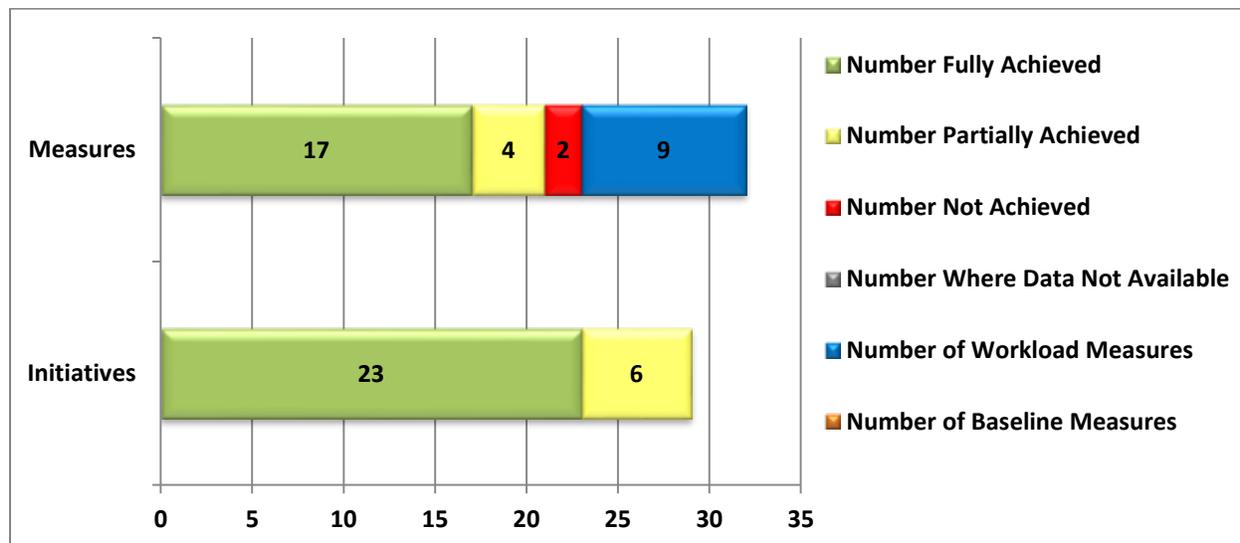
100% of the RSA/DDA staff and more than 230 provider staff. This effort is critical to the Evans case and reflects a significant culture change.

- ✓ DDS has made enormous progress in implementing a cross-disability, public private Employment Learning Community, which includes membership from DOES, DBH, DCPS, OSSE, ODR, DHCF, and other private partners. DDS launched Employment First in DDA, RSA and with other District government agencies. The Customized Employment Community of Practice (CoP) has been established and continues to grow. As part of this effort DDS applied and the District was selected to be one of seven (7) states to receive support from a Federally-funded group of national experts to continue to advance our state-wide systems change efforts.

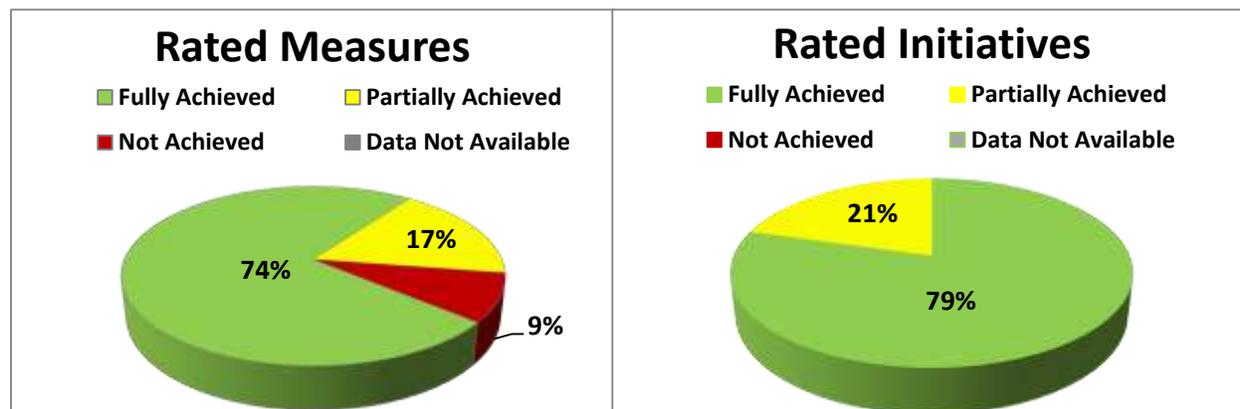


OVERALL AGENCY PERFORMANCE

TOTAL MEASURES AND INITIATIVES



RATED MEASURES AND INITIATIVES



Note: Workload and Baseline Measurements are not included

Default KPI Rating:	
$\geq 100\%$	Fully Achieved
75 - 99.99%	Partially Achieved
$< 75\%$	Not Achieved



Developmental Disabilities Administration

OBJECTIVE 1: Assure necessary services and supports for participants are available and initiated in a timely manner.

INITIATIVE 1.1: Implement monitoring systems to support DDA intake and eligibility operations, and ensure timely processing of new individual applications for services.

- **Fully achieved:** In FY13 the RSA/DDA Intake and Eligibility Unit improved performance and functioning with an overall 85% timeliness of eligibility determinations. The second quarter of the year the Unit's performance drop is attributed to eight applicants whose eligibility determinations were deferred while the people obtained additional documentation of their disability or because the people had scheduling conflicts. In the third and fourth quarters of the year the Unit performed at 96% and 93% respectively finishing the year at an overall 85%, a full 10% over the FY12 performance of 75%. Applications are only deferred when the person elects to stop the process to either take more time in obtaining documentation, or for personal scheduling conflicts-these deferrals pend the decision making process but do not pend the counter on the 90 business days.

INITIATIVE 1.2: Improve the timely processing of Home and Community Based Waiver prior authorizations for services to ensure 95% of individuals receive services within 90 calendar days of the Individualized Service Plan (ISP) date.

- **Fully achieved:** In FY13 the RSA/DDA Waiver Unit and the Service Planning and Coordination Division worked closely together to improve performance on timely processing of waiver prior authorizations. The collaboration between the two work units included ensuring that ISPs had all the required documentation to authorize services and the documentation was sent to the Waiver Unit a minimum of three days prior to the ISP effective date. The yearend FY13 overall performance was 77%, a 31% improvement over the prior year. The final quarter of the year performance was at 95%.

OBJECTIVE 2: Utilize Person-Centered Service Planning and Delivery approaches to ensure services and supports are planned and effectively implemented in accordance with each participant's unique needs, expressed preferences and decisions concerning his/her life in the community.

INITIATIVE 2.1: Ensure full utilization of the web-based Level of Need Assessment (LON) Tool in the development of Individualized Service Plans (ISPs).

- **Fully achieved:** The FY13 yearend performance on the full utilization of the Level of Need (LON) Assessment tool was 91%. The full implementation of the LON included having information from the tool specific to identified risks for the person, automatically added to the ISP ensuring that the ISP team addressed strategies for each area to mitigate the risk for the person.

INITIATIVE 2.2: Complete the implementation of the DC Employment First policy and initiative.

- **Fully achieved:** DDS has made enormous progress in implementing Employment First in DDA, RSA and with other District government agencies. The Customized Employment Community of Practice (CoP) has continued to meet, has identified an additional 7 agencies to join, and reports steady progress in achieving employment outcomes for people served by RSA and DDA. The Employment First Collaborative has become a cross-disability, public private Employment Learning Community, which includes membership from DOES, DBH, DCPS, OSSE, ODR, DHCF, and other private partners. Because of its work, the District applied for and was selected to be one of seven (7) states to receive support from a Federally-funded group of national experts to continue to advance our state-wide systems change efforts. Also, DDS, OSSE and DCPS, created a joint Transition Toolkit, coordinated by RSA, for use by school staff, youth and their families, and other District agencies, which has been widely distributed. DDA launched an initiative to build the capacity of its staff and



community providers to ensure that all people they serve who are working age and/or interested in working have access to vocational evaluations that can guide their job search and career exploration.

INITIATIVE 2.3: Develop and launch a comprehensive plan to promote the least restricted, most integrated day, vocational and employment services.

Fully achieved: DDS designed a new Waiver service, Individualized Day Supports (IDS), within which all of the activities in which people engage are required to be in the community and inclusive. IDS in addition to the employment services meet the “most integrated setting” criteria, and provide a path to providers, along with substantial technical assistance, to down-size their congregate day programs. Further, all DDA staff and representatives of provider agencies have been trained in Person-Centered Thinking approaches, which guide the planning and service delivery processes so that they promote services in the most integrated setting. This includes work, volunteerism, community inclusion, adult education and integrated retirement options. Twenty-five agencies applied but only 11 met the high standards set for this service. The others were given guidance on the requirements to strengthen their programs so that they can become eligible.

OBJECTIVE 3: Provider Capacity and Capabilities – Continue to recruit and retain qualified providers to meet specialty clinical and support needs and continue to implement and refine mechanisms to remove poorly performing providers.

INITIATIVE 3.1: Increase the internal capacity of service providers to deliver quality services and supports to people who are concurrently served by DMH and DDA.

Partially achieved: DDS and DMH continue to work together through monthly meetings for case review of people supported by both agencies to ensure people’s needs are being met. Additionally, the two agencies collaborate on community placements for people with a dual diagnosis (IDD/MH) from St. Elizabeth’s Hospital. In FY13, three (3) people were placed from St. Elizabeth’s. The projected action of identifying one Core Service Agency was not realized. However, through the Intellectual and Developmental Disabilities Task Force work to expand the role of Licensed Independent Clinical Social Workers (LICSW) was discussed with the licensing board and work to develop a competency based training program for person centered behavioral support assessment and planning has begun.

RSA/DDA added one new clinical group as a certified HCBS waiver provider. The group provides Occupational Therapy, Physical Therapy and Speech/Language Therapy. Additionally, the Georgetown University Center for Child and Human Development continued its work to recruit and train health care professionals to work with people with IDD, including dentists and nurses (both RN and LPN). In September 2013, DDS also added two contracted, clinical psychologists with extensive IDD background to develop and provide technical assistance on Behavior Support Plans (BSP) as well as to train staff on the implementation of the BSPs.

OBJECTIVE 4: Individual Safeguards – Improve the performance of DDA and the provider community to meet all health, safety and welfare requirements.

INITIATIVE 4.1: DDS/DDA will create and disseminate to service users, DDA staff, service providers, and advocates educational materials on the identification, reporting and actions needed in regards to incidents of abuse and neglect.

Fully achieved: DDS/DDA developed a fact sheet, which includes information used by DDS/DDA staff, service providers, and advocates as an informational guide around how to report and to whom to report incidents, including abuse and neglect. DDS/DDA posted this fact sheet on its web



site in August 2013. The Incident Management and Enforcement Unit makes monthly presentations to providers that include discussion related to the reporting of abuse and neglect incidents. Each DDS/DDA Unit received a specialized training on the importance of timely incident reporting.

OBJECTIVE 5: Rights and Responsibilities: Protection of rights and decision-making authority, as well as due process and grievance procedures.

INITIATIVE 5.1: Review effectiveness of Restrictive Controls Review Committee (RCRC) policy and procedures to improve timely approval of restrictive Behavior Support Plans.

Fully achieved: Following a comprehensive analysis of the effectiveness of the Restrictive Controls Review Committee (RCRC) policy and procedures, on September 3, 2013, DDS/DDA implemented

- revised policies and procedures related to restrictive controls. DDS/DDA made key revisions to improve the timely approval of Behavior Support Plans (BSPs) that include: a change in the composition of the RCRC to better align it with national practices; the elimination of the duplicative review of a BSP by the residential and day services Human Rights Committee; a requirement that the person, or his or her substitute decision-maker, sign the BSP, including an informed consent.

OBJECTIVE 6: Increase the number of individuals who achieve positive quality of life outcomes in the areas of health, work, relationships and community inclusion.

INITIATIVE 6.1: Participate in National Core Indicators (NCI) Project in order to collect data on the satisfaction of individuals receiving DDA services and compare DDA results to national data.

Partially achieved: Data collection is underway, following the competitive recruitment of an experienced vendor. Two large samples of people served by DDA were identified, one randomly selected of people getting DDA services and one of the people living with their families and receiving services. The deadline for submission of all the data to the National Core Indicators Project is in May 2014. DDA is on target to complete the data collection by May 2014.

OBJECTIVE 7: Limit increases in the average annual residential costs per consumer to 110% of Consumer Price Index.

INITIATIVE 7.1 Exercise greater scrutiny on housing requests and observe HUD fair market rent guidelines for all providers' housing rental costs unless essential for documented medical or accessibility necessity

Partially achieved: The DDS Office of Contracts and Procurement approves every lease for every and all provider housing rentals before it is entered into and when identified, advises the providers of any leases that exceed the HUD fair market rent before the leases are renewed.

Rehabilitation Services Administration

OBJECTIVE 1: Increase the number of DC residents with disabilities who achieve employment in the Washington, D.C. Metropolitan area with priority given to those with significant and most significant disabilities.

INITIATIVE 1.1: Continue outreach efforts within the community by expanding services to other sites that serve people with disabilities with a particular focus on veterans.

Fully achieved: DDS/RSA has an assigned vocational rehabilitation specialist as a direct liaison for outreach to veterans through the Mayor's Office of Veterans Affairs and the Veterans Coordinator for the Department of Employment Services. RSA has also worked with a variety of federal agencies that provide posted and un-posted job leads to veterans during FY 13, including the U.S. Department of Agriculture, Court Services and Offender Supervision, Library of Congress, U.S. Department of Transportation, Department of Commerce, Board of Broadcasting, Department of



Labor, National Institute of Health, Bureau of Printing and Engraving and the Transportation Security Administration. In FY 12, RSA provided services to 120 identified discharged veterans. In FY 13, RSA's increased outreach efforts resulted in the provision of vocational services to 225 identified discharged veterans. This represents an increase in veterans enrolled in RSA programs of over 87% for FY 13, greatly exceeding the goal of 3% per quarter for the year.

INITIATIVE 1.2: Increase outreach to employers through DDS/RSA's Business Relations Unit.

Fully achieved: In FY 13, the RSA/Business Relations Unit (BRU) developed 67 employer relationships. The BRU hosted the first RSA internal job fair in on May 29, 2013 in which 12 employers participated in sharing job opportunities with 123 participants. RSA collaborated with DOES and assisted with the assignment of RSA counselors to each American Job Center and developed a plan for installing accessible equipment at the Centers. Additionally, RSA started a Job Club that facilitated a method for job seekers to meet bi-weekly over the course of four weeks to network, discuss their employment search challenges, share resources and discuss real-life issue around job seeking. RSA/BRU completed FY 13 with 71 job placements thereby surpassing the goal of 50 placements by 42%.

INITIATIVE 1.3: Increase the effectiveness of current and new Supported Employment service providers and Community Rehabilitation Programs (CRPs).

Fully achieved: In FY 13, RSA focused its efforts on increasing client choice in the selection of Community Rehabilitation Programs (CRPs) through the development and implementation of the following tools:

- The CRP Quality Assurance Evaluation tool identified practices, performance problems, and training, technical assistance and or corrective action measures for contract compliance.
- The Internal CRP Deliverable spreadsheet tracking tool accounted for job placements per quarter and in totality by vendor/CRP.
- RSA began efforts to incorporate a CRP module into its client database to further assist with monitoring provider performance.
- The information will be included in the reconfigured DDS website for enhanced consumer's informed choice service options.
- RSA's monitoring and data collaboration efforts of CRP's performance data reflected a total of 315 employment placements in FY 13. The CRP 315 placements transpired as follows:
 - First Quarter: 69 CRP job placements of which 36 were Supported Employment.
 - Second Quarter: 42 CRP job placements of which 22 were Supported Employment.
 - Third Quarter: 57 CRP job placements of which 31 were Supported Employment.
 - Fourth Quarter: 147 CRP job placements of which 47 were Supported Employment.

OBJECTIVE 2: Improve service delivery of RSA through more efficient operations and a more effective and skilled workforce.

INITIATIVE 2.1: Increase data-driven management by broadcasting performance data throughout the administration using new media to highlight program accountability.

Fully achieved: RSA supervisors and Vocational Rehabilitation staff receive pre-defined queries in a Dashboard format. Supervisors were provided training on running specific queries on a regular basis to enhance the dashboard information. The information is used for performance management in meetings with individual staff and work unit staff as well and leadership. The



agency is in the process of updating its website, and once the new website is launched, selected performance data will be included.

INITIATIVE 2.2: Increase the number of Certified Rehabilitation Counselors (CRC) employed by RSA.

- **Fully achieved:** The agency continues to hire only Vocational Rehabilitation counselors who either have their CRC or are eligible to sit for the CRC examination. Effective September 30, 2013, twenty three (23) VR staff have their CRC and thirteen (13) staff are eligible to sit for the examination. Seven (7) staff still have additional coursework to complete in order to sit for the examination. The agency continues to support staff in their efforts to achieve the CRC status

INITIATIVE 2.3: Conduct a review and analysis of consumer satisfaction with vocational services.

Fully achieved: The Comprehensive Statewide Needs Assessment was conducted in May 2013, by staff from the San Diego District University (SDDU), Interwork Institute. As part of the assessment, SDSU administered a series of surveys to collect from RSA's stakeholders' feedback related to the agency's policies and procedures and to gauge the level of satisfaction from RSA's stakeholders. To ensure inclusivity SDSU developed audience-specific surveys to target a wide range of RSA's customers including: persons receiving services, partners, and staff. Surveys were distributed via electronic mail and US mail. In addition, SDSU conducted a number of focus groups to collect additional qualitative data. Results of the surveys and focus groups were included in the final report provided to the agency, which is currently available on the agency website.

- Pursuant to 34 CFR § 361.52, during FY 2013, the RSA Office of Quality Assurance and Compliance conducted a Client Satisfaction Survey to obtain the views of applicants for Vocational Rehabilitation (VR) services that could be used to assess their satisfaction with their initial interaction with agency staff and to afford the applicants an opportunity to provide feedback regarding their experience during the application process. Ninety percent (90%) of the respondents indicated they were satisfied with the help they received during the Intake process, and forty four percent (44%) rated the services received as "excellent." Forty three percent (43%) of the respondents rated the services received as "good;" ten percent (10%) rated the services as "fair;" and three percent (3%) considered the services "poor." Results of the survey were shared with employees and the survey results were used to inform changes that are being made to improve the efficiency of RSA's Intake process.

INITIATIVE 2.4: The Benefits Counseling program supports a Work Incentives and Benefits Network of Certified Benefits Counselors, who work to increase the number of Social Security recipients who decide to go to work and maintain employment.

- **Fully achieved:** RSA has a Benefits Specialist who engages in a number of activities to increase the number of individuals who are referred for benefits analysis and counseling. The Benefits Specialist provides regular information to all VR counselors of all clients in their caseload who receive SSI/SSDI so that individuals can be referred for benefits counseling. RSA applicants are apprised of the availability of a separate orientation regarding benefits counseling and a weekly benefits orientation is available for all interested clients. Over the course of FY13, 371 individuals received benefits orientation, analysis or counseling,

INITIATIVE 2.5: The Cost-of-Closure for each VR Services case will be maintained at a rate not to exceed the national average cost of closure rate.

- **Fully achieved:** RSA has carefully monitored the average cost-of-closure for each VR Services case



to ensure the cost did not exceed the national average. In August 2013, the average cost of services per case in DC was \$3,701, 32 % below the national average of \$5,406. The accomplishment was primarily achieved by employing the following strategies:

Use of Comparable services and benefits in accordance with 34 CFR Sec. 361.53. VR Specialists must ensure that prior to providing any vocational rehabilitation services, except services that are exempt from this regulation, to an eligible individual, or to members of the individuals family, the agency must determine whether comparable benefits or services are available to the individual within the guidelines of the regulations.

Consumer participation in the cost of services in accordance with 29 DCMR Chapter 1, Sec. 124. RSA considers the financial need of an eligible individual through uniform application of a financial need test which accords equitable treatment in determining an eligible individual's participation in the cost of rehabilitation services that are subject to the financial needs test.

Adherence to the RSA policy governing the provision of out-of-state post-secondary training in accordance with 29 DCMR, Chapter 1, Sec. 122. RSA defined the amount of tuition and associated costs and fees it will pay if an institution located in the metropolitan area offers an academic program and the accommodations necessary for an eligible individual to achieve his/her vocational goal and the individual chooses to attend an out-of-state program.

OBJECTIVE 3: Strengthen and expand existing collaboration and coordination of transition services to improve vocational, post-secondary employment and career opportunities for youth between the ages of 16-24 transitioning from school to work.

INITIATIVE 3.1: Improve youth employment outcomes for youth in transition by providing work experiences and career guidance.

Fully achieved: Two additional Project Search sites were added to the program in FY13. One site in collaboration with George Washington University is a unique program for out of school youth and young adults. The program accepts individuals between the ages of 18 and 30 and began serving youth in May, 2013. Ten (10) youth have been enrolled to date and two of these ten have already obtained employment and exited the program successfully. The supported employment agency working with the program will follow the individuals for three months to ensure they maintain stability in their employment. In the final quarter of 2013, DDS/RSA entered into an agreement for a Project Search site at the Smithsonian Institution. The participants in this program are in-school and out-of-school youth. This program is a collaboration between the Smithsonian, DDS/RSA,



Project SEEC, the community based supported employment provider, Ivymount School and MD's Department of Rehabilitation Services. Students are referred by Ivymount or the MD or DC DD agency. The VR agency in the youth's state of residence works with the youth. There are twelve program participants, eight of whom are DDS/RSA clients. Both of these new programs are exciting new opportunities as they offer a broader range of training opportunities than the current sites.. DDS/RSA has worked to strengthen its relationship with UDC and CCDC. A VR counselor is assigned to work at UDC to assist student's placed there by RSA who may be having difficulty with obtaining necessary accommodations or assistive technology. The agency has also been working more closely with CCDC, which is offering a number of new vocational training programs.



INITIATIVE 3.2: Continue cooperation with DC Public Schools (DCPS) to share data on transitioning youth.

Fully achieved: RSA has strengthened its relationship with DCPS, and has also finalized a Memorandum Agreement with the Office of the State Superintendent of Education and is meeting regularly with staff from the DC Public Charter School Board. RSA now has a transition specialist assigned to every public school in the District, as well as all public charter schools that serve grades 9-12 and all non-public placements that serve District youth, that are located within 50 miles of the District. In FY 2012, RSA received 465 referrals from DCPS. In FY 2013, this almost doubled, to 889. Staff from RSA meet monthly with staff from DCPS to plan the referral process for the year and track all referrals received.

OBJECTIVE 4: Provide specialized vocational rehabilitation and independent living services.

INITIATIVE 4.1: Increase the number of blind and low vision consumers served in the District.

Fully achieved: The fully appointed SILC successfully completed in partnership with DDS/RSA the three year, 2014 – 2016 State Plan for Independent Living (SPIL), which was approved by the US Department Education, Rehabilitation Services Administration on September 24, 2013. In FY 2013, RSA in conjunction with the SILC hosted a 2013 Youth summit and Consumer Forum that was attended by more than 250 participants including 150 students with disabilities in transition from school to college, trade school or work. RSA expanded assistive technology training for older blind seniors was initiated during the end of FY13 in partnership with the DC Center for Independent Living. RSA expanded Low Vision Services to 30 Public and Private Senior Centers. In an effort to enhance the aging community's access to low vision devices and to demonstrate how these special devices may increase personal independence in daily living, 30 portable CCTVs were purchased for senior centers that will potentially be utilized by more than 100 blind and visually impaired and deaf/blind seniors annually. RSA also offered free Low Vision Eye Screenings in partnership with the Columbia Lighthouse for the Blind at three (3) DC Office on Aging Senior Wellness Centers.

INITIATIVE 4.2: Increase the number of consumers referred to community service providers to offer recreational support, information and referral services to consumers with blindness and low vision.

Fully achieved: DDS/RSA has partnered with a number of public and private non-profit community agencies to provide the following services:

- The Washington Ear provides reading services over the radio and via telephone for persons who are blind in the Washington Metropolitan area. There are currently 220 total dial-in listeners in DC, including 184 individuals and 36 institutions. There are 666 radio listeners in DC, including 166 individuals and 500 institutions.
- The NFB News Line is a source for reading services for persons who are blind. This service is provided through the DC Public Libraries. DDS/RSA provides support to the Library, through an MOU, to pay for this service. In FY 2013, there were on average 375 subscribers monthly.
- The Columbia Lighthouse for the Blind provided services to 75 clients referred by DDS/RSA.
- DDS/RSA and the DC Office on Aging worked together to expand services available to older persons who are blind, deaf or deaf/blind. Services were expanded in a number of senior centers through and MOU between DD/RSA and DCOA.



Disability Determination Division

OBJECTIVE 1: DDD will meet and/or exceed SSA standard case processing time (currently 115 days).

INITIATIVE 1.1: DDS/DDD will maintain the accuracy and timely processing of all disability (SSI/SSDI) applications through effective management of caseloads and internal processes.

Fully achieved: DDS/Disability Determination Division exceeded the goal of 137 days by averaging 81.6 days for case processing. The DDD also maintained a 94.7 % accuracy rate for FY13 exceeding the goal of 91.0% resulting in the DC program being rated as one of the highest performing SS Disability Determination offices in the Philadelphia region (Region 3 SSA). Management staff provided meaningful coaching and guidance to examiners and support staff in the division throughout the year. Management also provided training and workshop opportunities for advancement and career enrichment to all staff.

Office of the Director

OBJECTIVE 1: Implement technologies to improve agency operations and communication to the public.

INITIATIVE 1.1: Utilize advanced mobile technologies to improve effectiveness of field staff.

- **Fully achieved:** DDS developed and introduced two (2) new IPAD applications for DDA Service Coordinators to enhance the efficiency of their work in the field.

INITIATIVE 1.2: Utilize social media tools such as Facebook and Twitter to inform constituents of the events, actions, and performance of DDS.

- **Fully achieved:** DDS expanded the agency social media strategy to improve communications and regularly posted information on different social media sites. By end of FY13 DDS had 191 Facebook followers (90% increase) and 304 Twitter followers (67% increase).

OBJECTIVE 2: Broaden the network of employment-related service agencies that can provide services through the Ticket to Work (Tickets) program by creating an Administrative Employment Network (EN).

INITIATIVE 2.1: Work with the Social Security Administration (SSA) to accept SSA Tickets to Work from people who receive Social Security benefits.

- **Partially achieved:** DDS became the third Administrative Employment Network (EN) in the U.S. on schedule and have trained and enrolled three (3) agencies. RSA's Human Care Agreement is designed so that any other agencies that choose to meet the stringent qualification and suitability standards set by SSA can apply. DDS and the agencies are actively recruiting people with disabilities who are employed and earning at SSA's level of Substantial Gainful Activity so that they can benefit from services under the Ticket to Work (TTW) program. DDS has discussed the services of the Administrative EN with DOES and DBH so that they can have access to SmartWorks, the online data management system that eases the administrative and reporting burdens built into the TTW program.

OBJECTIVE 3: Exit *Evans v. Gray*.

INITIATIVE 3.1: Focus resources and planning in the Office of the Director to exit existing agency litigation and meet oversight requirements.

- **Fully achieved:** The Director's office has led the planning, personnel and strategic efforts of exiting the 37-year old *Evans* class action through (1) leading the inter-agency activities of the Mayor's Inter-Agency IDD Task Force, which is chaired by the DDS Deputy Director for DDA and meets monthly; (2) seeking additional funding to put in place additional staffing and contractor resources to assist DDS in remediating deficiencies in performance identified through the joint monitoring



activities from September to December 2012 measuring the government's performance under the 70 outcome criteria in the 2010 Revision to the 2001 Plan for Compliance and Conclusion of *Evans v. Williams* ("2010 Exit Plan"); (3) participating in the ongoing work with the Department of Health Care Finance (DHCF) on the November 2012 renewal of the IDD HCBS waiver program and promulgation of the applicable regulations; (4) coordinating the efforts of DDA staff and the various providers in measuring and evaluating performance in accordance with the 2010 Exit Plan; and (5) working with the Independent Compliance Administrator and the Office of the Attorney General to schedule and certify the defendants' compliance efforts as appropriate. Based on these efforts, and beginning in July 2012, and ending with the most current certification efforts that took place in FY 2013, the Court has issued orders accepting the Special Master's determination that the District has achieved compliance with 38 of 70 outcome criteria in eight of nine goals under the 2010 Exit Plan. Thus, the defendants have achieved compliance with more than half of the 2010 Exit Plan outcome criteria based on the work of the Director's office as described above.

OBJECTIVE 4: Improve the overall perception and delivery of services by DDS through the establishment of systems for customer feedback, analysis and improved communications with agency consumers and stakeholders.

INITIATIVE 4.1: Utilize systems of customer input to improve staff performance and positive consumer outcomes and/or experiences

- **Partially achieved:** DDS continued to improve the Customer Relations program during FY13 and streamlined the process for the resolution of complaints. A greater emphasis was placed on consumer initiated complaints as opposed to surveys. The agency expanded the options for survey responses including consumer requested hard copy options and streamlined the survey document to increase responsiveness. DDS used direct customer service information in training sessions with employees.

INITIATIVE 4.2: Improve employee customer service performances.

- **Partially achieved:** An extensive customer service training curriculum has been developed based on actual agency experiences and feedback. Some preliminary training has been offered but the quarterly training schedule was not implemented in FY13.. Employee performance standards included customer service data where appropriate.



Key Performance Indicators – Assessment Details

Performance Assessment Key:

● Fully achieved
 ● Partially achieved
 ● Not achieved
 ● Data not reported
 ● Workload Measure

	KPI	Measure Name	FY 2012 YE Actual	FY 2013 YE Target	FY 2013 YE Revised Target	FY 2013 YE Actual	FY 2013 YE Rating	Budget Program	
Dev. Disabilities Admin									
	●	1.1	Percentage of intake applications received that have been responded to within required timelines	75%	81.25%		84.95%	104.55%	Developmental Dis. Admin.
	●	1.2	Percentage of prior authorization requests issued within policy	46%	68%		77.01%	113.25%	Developmental Dis. Admin
	●	1.3	Percentage of ISPs that are completed on-time (annually)	89%	93.33%		95.31%	102.12%	Developmental Dis. Admin
	●	1.4	Percentage of issues that are resolved on-time	46.28%	75%		46.50%	62%	Developmental Dis. Admin
	●	1.5	Percent of individuals with a Level of Need (LON) assessment completed on schedule.	78%	90%		90.54%	100.60%	Developmental Dis. Admin
	●	2.1	Percent of individuals receiving services in congregate settings (ICF/MR)	16.9%	17%		16.54%	102.80%	Developmental Dis. Admin
	●	2.2	Number of individuals in competitive or supported employment	235	260		938	360.77%	Developmental Dis. Admin
	●	3.1	Percent of all providers that complete the Provider Certification Review process annually	80%	75%		97.80%	130.40%	Developmental Dis. Admin



	KPI	Measure Name	FY 2012 YE Actual	FY 2013 YE Target	FY 2013 YE Revised Target	FY 2013 YE Actual	FY 2013 YE Rating	Budget Program	
	●	4.1	Percentage of recommendations from SRI investigations that are implemented within required timelines	99%	95%		86.14%	90.67%	Developmental Dis. Admin
	●	4.2	Percentage of DDA Service Coordinators, staff and supervisors who completed required competency-based training	98%	93%		91.30%	98.18%	Developmental Dis. Admin
	●	4.3	Percentage of Investigations completed within required timelines	85%	95%		89.28%	93.97%	Developmental Dis. Admin
Disability Determination Division									
	●	1.1	Average SSA Case Processing Time (In Days)	93.06	115		76.96	149.43%	Developmental Dis. Admin
	●	1.2	Accuracy of Eligibility Decisions	93.8	91.2		93.88%	102.94%	Developmental Dis. Admin
Rehabilitation Services Administration									
	●	1.1	Number of clients employed for 90 calendar days or more	504	600		621	103.50%	Rehab. Services Administration
	●	1.2	Percent of job placements with Human Care providers achieving employment	37.44%	55%		63.25%	115.01%	Rehab. Services Administration
	●	2.1	Percent of cases exceeding 90 calendar day Federal timeframe from eligibility to plan development	81%	90%		92.07%	97.75%	Rehab. Services Administration
	●	2.2	Percent of cases where eligibility is determined within 60 calendar days	68.14%	90%		82.75%	91.95%	Rehab. Services Administration



	KPI	Measure Name	FY 2012 YE Actual	FY 2013 YE Target	FY 2013 YE Revised Target	FY 2013 YE Actual	FY 2013 YE Rating	Budget Program
●	2.3	Number of Certified Rehabilitation Counselors	18	22		23	104.55%	Rehab. Services Administration
●	3.1	Number of transition students with an IPE	348	350		511	146%	Rehab. Services Administration
●	3.2	Number of transition students who exit the system with a successful employment outcome	8	50		71	142%	Rehab. Services Administration
Office of the Director								
●	1.1	DDA Clients Served	2,126	Target Not required		2,156	Workload Measure Not Rated	Agency Mgt. Program
●	1.2	DDA New applications for services	102	Target Not required		211	Workload Measure Not Rated	Agency Mgt. Program
●	1.3	DDA Prior Authorizations Processed	8,817	Target Not required		7,982	Workload Measure Not Rated	Agency Mgt. Program
●	1.4	DDA Serious Reportable incidents requiring investigations	1,079	Target Not required		1,079	Workload Measure Not Rated	Agency Mgt. Program
●	1.5	DDA Provider Certification Reviews Conducted.	0	Target Not required		89	Workload Measure Not Rated	Agency Mgt. Program
●	1.6	RSA Clients Served	7,422	Target Not required		6,929	Workload Measure Not Rated	Agency Mgt. Program
●	1.7	RSA Referrals	2,416	Target Not required		2,918	Workload Measure Not Rated	Agency Mgt. Program
●	1.8	RSA Transition Referrals	445	Target Not required		962	Workload Measure Not Rated	Rehab. Services Administration
●	1.9	DDD Determinations	14,422	Target Not required		14,168	Workload Measure Not Rated	Agency Mgt. Program



	KPI	Measure Name	FY 2012 YE Actual	FY 2013 YE Target	FY 2013 YE Revised Target	FY 2013 YE Actual	FY 2013 YE Rating	Budget Program
	● 1.10	Number of agencies enrolled to participate in the Ticket to Work program as measured by new agencies added	0	10		3	30%	Agency Mgt. Program
	● 1.11	Improve overall customer service as measured by percentage of positive responses to survey questions.	72%	90%		90.26%	100.29%	Agency Mgt. Program
	● 1.12	Improve the overall perception of customer service provided by the agency as measured by phone testing. Percent of employees tested per quarter meeting full compliance	50%	85%		84%	98.82%	Agency Mgt. Program