



OFFICE OF THE DEPUTY MAYOR FOR HEALTH AND HUMAN SERVICES FY 2024 PERFORMANCE PLAN

DECEMBER 1, 2023

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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 (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

2 2024 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.

3 2024 OPERATIONS

Operation Title	Operation Description	Type of Operation
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.		
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
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
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.		
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
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

(continued)

Operation Title	Operation Description	Type of Operation
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
Sobering and Stabilization Center	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).	Key Project
Telehealth Services	Oversee and facilitate the efforts of HHS cluster agencies as they work to expand access to telehealth services.	Key Project
Office of Migrant Services	Support, oversee, and facilitate DHS and interagency collaboration as the agency works to stand up the Office of Migrant Services.	Daily Service
Age-Friendly DC 24-28 Strategic Plan	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.	Daily Service
Youth Violence Engagement	Oversee and facilitate the HHS cluster's projects in response to Mayor's Order 2023-061 focused on youth violence prevention, intervention, and reduction.	Key Project
Create and maintain a highly efficient, transparent, and responsive District government.		
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

4 2024 STRATEGIC INITIATIVES

Title	Description	Proposed Completion Date
Office of Migrant Services	<p>In FY24, DMHHS will support DHS as the Office of Migrant Services (OMS) moves into its second year of existence and activity.</p> <p>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. With the opening of a centralized facility for reception, respite, and temporary accommodations in Q3 of FY23, the OMS now has more stability and consistency with its services offerings. DMHHS will continue to support OMS as issues come up and be a partner in this work.</p>	9/30/2024
Cedar Hill Hospital	<p>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. The \$434.4 million full-service hospital will include 136-beds (with the ability to expand to 184 beds), a verified trauma center, adult and pediatric emergency departments, maternal health and delivery, an ambulatory pavilion for physician offices, clinics, a community space, a 500-car garage, and a helipad for emergency transports.</p> <p>In FY24, DMHHS will continue to conduct community and stakeholder engagement as construction remains on target for an early 2025 opening. DMHHS will also engage partner organizations with a focus on further expansion of services that will be offered on the campus. Cedar Hill Urgent Care, GW Health has already opened in Ward 8, with a location in Ward 7 still in the works.</p> <p>The goal is to create a high-quality integrated health care system east of the Anacostia River.</p>	9/30/2024

Sobering and Stabilization Center	<p>DMHHS will support DBH as the agency launches the District's first Sobering and Stabilization Center (SSC). Opening in Q4 FY23, the SSC will be in the early phases of operations entering FY24. The SSC will be run by an outside operator and require collaboration between numerous District agencies to ensure seamless, successful, and impactful operations.</p> <p>The SSC will improve the healthcare system in the District 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. DMHHS will support DBH in tracking data, successes, and troubles with the SSC as it becomes fully operational and integrated into the continuum of care.</p> <p>After the launch of the SSC, DMHHS will also support DBH as they work to open a second center in Ward 1. The second SSC is being targeted for an early FY25 opening.</p>	9/30/2024
Youth Violence Prevention	<p>DMHHS will support CFSA and its sister agencies in coordinating initiatives focused on reducing and preventing youth violence through a whole-of-government approach. Through the Mayor's Order 2023-061, DMHHS and its cluster agencies reviewed existing programs which aim to prevent, intervene, and reduce violence in the District. Recommendations for DMHHS, set forth by the Order from those reviews, include the establishment of a hotline for parents'/guardians' concerns of threats of gun violence to their child, and a respite program for youth at risk of becoming involved in the juvenile justice system.</p> <p>The 211 Warmline—CFSA's community response model to transform the agency into a child and family well-being system—will be essential in responding proactively to the safety and other resource needs of youth and their families. Once the Warmline is launched, DMHHS will support CFSA and the multi-disciplinary approaches of other clusters to address youth violence collaboratively.</p>	9/30/2024
CFSA Transition	<p>DMHHS will work to assist CFSA as the agency continues to transform from a child welfare agency to a child and family well-being system.</p> <p>One of the first projects within this transition is the launching of the 211 warmline. This community response model will create a collaborative network of District agencies and community-based providers to support children and families with resources, connection to services, and prevent undue involvement with CFSA when abuse or neglect is not present.</p> <p>DMHHS will continue to support CFSA as the agency also works to enhance coordination among DC agencies who serve children and families, utilizes its LEx (Lived Experience) Advisory Council to explore and inform the District on additional strategies to enhance the wellbeing of DC youth and families, updates statutes, implements new laws, and drafts plans for a youth psychiatric residential treatment facility for the District.</p>	9/30/2024

Future of Age-Friendly DC	Age-Friendly DC will finish evaluating and reporting on the 2018-2023 Strategic Plan and start work on the next iteration. By securing an establishment order and writing the 2024-2028 Strategic Plan, Age-Friendly DC will begin its next steps in working towards making DC an easier place to grow older. With a continued focus on the Domains and three Pillars, the new plan will take lessons learned from the previous 5-year period and build off them.	9/30/2024
Cluster Legal Support	DMHHS will continue to provide legal support to cluster agencies with new and ongoing lawsuits and consent decrees. Oversight and support during this process is needed to support agencies with cross-agency implications and to support HHS agencies to implement the necessary legal and/or policy changes. This essential support helps agencies successfully navigate complex litigation and exit consent decrees.	9/30/2024
Behavioral Health Integration	DMHHS will support DHCF and DBH as the agencies continue to make progress towards carving-in behavioral health services into managed care contracts. Legal support during the regulatory process, CMS submissions, and rate study updates are necessary to support a smooth integration process, resulting in behavioral health services being delivered as covered benefits in the District's managed care contracts. The Integration is integral to the District's goal to provide whole-person care to individuals with behavioral health needs across the District.	9/30/2024
Encampment Engagement	The DMHHS Encampment Response Team will continue to provide front line work engaging unhoused residents living in encampments across the District providing resources to shelter, pathways to housing and access to behavioral health services. Engagements are also centered around the team's commitment to mitigating the potential health and safety concerns that may arise due to the physical stationing of encampments on District public space. This work helps to ensure that public spaces are clear of obstructions and sanitary for all residents to enjoy and utilize for its intended uses. Within this work, DMHHS will continue to strengthen cross-agency / government collaboration for encampment engagements and work to connect as many residents as possible to District and community-based services, short to long-term shelter and housing access, and a variety of stabilizing resources.	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
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.					
Percent of DMHHS Cluster agencies fiscal year key performance indicators either met or nearly met.	Up is Better	Not Available	83.7%	80.2%	85%
Percentage of DMHHS Cluster agencies' fiscal year strategic initiatives complete.	Up is Better	Not Available	64.5%	57.6%	85.1%
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.					
Percent of strategies progress or accomplished on the Age-Friendly DC dashboard.	Up is Better	72%	79%	95%	95%
Number of residents housed via the CARE pilot	Up is Better	New in 2022	111	No Applicable Incidents	No Target Set
Create and maintain a highly efficient, transparent, and responsive District government.					
Percent of consent decrees where progress is made on meeting exit criteria	Up is Better	100%	100%	100%	100%

Workload Measures

Measure	FY 2021	FY 2022	FY 2023
Agency Support			
Number of health and human service cluster meetings	4	8	10
Number of one-on-one meetings held with agency directors	24	17	16
Communications			
Number of media interviews conducted.	21	Not Available	Not Available
Age-Friendly DC			
Number of Age-Friendly Task Force and Subcommittee Meetings held	63	49	92
Emergency Response			
Number of displacements of 10 or more people respond to by DMHHS and cluster agencies	6	5	1
Encampments			
Number of encampment engagement protocols conducted	81	82	71
Number of encampment residents registered for a DC One Card	New in 2023	New in 2023	241
Coordinated bulk trash engagements in collaboration with DPW	New in 2023	New in 2023	351
Interagency Council on Homelessness (ICH)			
Number of Interagency Council on Homelessness Full Council and Subcommittee Meetings held	49	Not Available	41
Constituent Relations			
Number of constituent issues responded to	1,931	180	274