

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Executive Office of Mayor Muriel Bowser



Office of the City Administrator

January 15, 2021

Fiscal Year (FY) 2020 was an unprecedented year for all DC residents, businesses and the District Government. In March 2020—the second quarter of the fiscal year—Mayor Bowser declared a public health emergency and District government quickly pivoted to respond to the COVID-19 global health pandemic. To align with recommended social distancing and public safety guidelines, in just one day, over 60 percent of District government employees transitioned to a telework posture. In addition, many District agencies limited or temporarily ceased most in-person activities and services.

The global health emergency required the District to significantly reallocate financial and personnel resources to respond to the pandemic. With the change in operations and a substantial decrease in revenues, the District's response required all agencies to determine how to best provide services to District residents, visitors and employees, while maintaining the necessary protocols to help slow the spread of COVID-19.

As such, the global health pandemic greatly impacted some agencies' abilities to meet their FY20 key performance indicators (KPIs) and strategic initiatives established prior to its onset as agencies shifted resources to respond to COVID-19. Therefore, outcomes for KPIs and strategic initiatives reflect a shift in District priorities and efforts during this crisis. While we continue to believe strongly in performance tracking to improve District services, the data for FY20 is not fully indicative of agencies' performance and should be reviewed factoring in the unprecedented challenges encountered in FY 2020.

Sincerely,

A handwritten signature in black ink that reads 'Kevin Donahue'.

Kevin Donahue
Interim City Administrator



Department of Aging and Community Living FY2020

Agency Department of Aging and Community Living

Agency Code BY0

Fiscal Year 2020

Mission The mission of the District of Columbia Office on Aging (DCOA) is to advocate, plan, implement, and monitor programs which promote longevity, independence, dignity, and choice for older District residents (age 60 plus), persons living with disabilities (age 18 to 59), and their caregivers.

Summary of Services DCOA provides information, assistance, and outreach to District seniors, people living with disabilities, and their caregivers in order to increase awareness and access to services and supports that will enable them to maintain their independence and quality of life in the community. The agency also offers adult day care, advocacy and legal services, caregiver respite and support, case management, education and employment training, fitness, health and wellness promotion, in-home support, long-term care counseling and support, nutrition counseling, recreation, and essential medical transportation that allow older District residents to age in place. Additionally, the agency management gives administrative support and the required tools to achieve operations and programmatic results, which is standard for all agencies using performance-based budgeting

2020 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
Transition of APS - In FY20, DACL successfully transitioned Adult Protective Services (APS) from the Department of Human services to DACL, providing a stronger continuum of services for District residents.	This transition has created efficiencies within DACL by including DACL staff from other units in the initial review of APS referrals to appropriately route to services that will best meet the clients' need, whether through DACL grant-funded programs, APS, or other direct services.	APS services have been integrated with DACL's Senior Service Network and DACL's direct services to create a more seamless customer service experience across all DACL programs. This enables the agency to build a responsive, integrated, and adaptive system of support for the residents of the District of Columbia.
DACL Rebranding - In FY20, DACL successfully launched its new brand, including logo, tagline, vision statement, and updated mission statement reflecting the name change from the Office on Aging through a citywide outreach effort.	DACL used the opportunity of rebranding to engage staff in developing and socializing an updated vision for the agency. In addition, DACL updated messaging around programs to ensure that all staff are aligned in their outreach efforts and providing accurate communications on the services DACL provides.	DACL engaged residents in all eight wards at promotional events held at Senior Wellness Centers and 46 Community Dining Sites as well as at the Annual Holiday Celebration drawing in more than 3,000 District seniors. The outreach campaign has created more visibility of DACL in all eight wards and helped to ensure that residents were aware of the name change and how to contact DACL if in need of services.
COVID-19 Response - In FY20, DACL was able to successfully convert all participants attending senior wellness centers and community dining sites prior to the pandemic to at-home meal delivery in March 2020. By the end of FY2020, DACL served 176% more seniors on a daily basis than it did before the PHE providing more than 1 million meals to 6,500 seniors. In addition, DACL suspended all in-person activities in response to the Public Health Emergency and launched virtual activities conducted online, via phone, or on public access television.	The COVID-19 response allowed DACL to streamline and shift its resources towards making sure seniors, adults with disabilities and their caregivers remained safe and well during the pandemic. This included developing new guidance, policies, programs, and service standards to ensure need and reduce the risk of isolation. For example, DACL rolled out a new CallINTalk line to engage with seniors; implemented a new Senior StayCool Program to provide AC to 100 seniors to maintain safe temperatures in their home during the summer in partnership with DOEE, conducted the first ever Mayor's Annual Senior Virtual Symposium where more than 1,000 seniors tuned in; and maintained the most critical in-person services while working closely with DC Health to ensure safety.	DACL is providing meal delivery to a total of 6,500 clients. This service is ensuring our most vulnerable older residents have key nutritional support during the pandemic. DACL and its grantee partners' development of virtual programming has allowed seniors in existing services to remain connected and less isolated during the pandemic.

2020 Key Performance Indicators

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
1 - Customer Information, Assistance and Outreach: Provide information, assistance and outreach to District residents age 60 or older, people with disabilities between the ages of 18 and 59, and caregivers that promotes awareness and access to services and supports offered in the District. (3 Measures)												
Percent of callers seeking information or assistance on DACL-specific programs or services.	Annually	34.7%	28%	11%	25%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	27%	Met	

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
Percent of residents working with D.C. Long-Term Care Ombudsman Program that self-report a satisfactory resolution to a complaint, concern, or problem	Annually	94%	91%	86%	85%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	80%	Nearly Met	Because LCE is working remotely, responding to Hotline calls requires that we call in to retrieve the messages and then make return calls, oftentimes many return calls, before we successfully reach the client. Clients legal issues are much more complicated than they were in the past and we have equipped ourselves to respond to more types of cases than we had in the past, this also slows the process. Similarly, our Ombudsman must conduct all investigations over the phone which oftentimes requires multiple phone calls to reach residents, social workers, administrators or others who have valuable information needed to complete a thorough investigation. We do not know how long these circumstances will persist but we do know that at a minimum they will persist through the end of 2020, the time currently known that LCE will out of its offices, and is likely to last well into 2021.
Percent of residents working with DACL's Medicaid Enrollment Staff that self-report a positive experience through the Medicaid enrollment process	Annually	94%	95%	90%	85%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0%	Unmet	The agency stopped collecting survey data on this measure as it was not being completed in a consistent manner due to leadership changes within the agency and only those who were approved for benefits received the calls thereby biasing the results. The agency has requested to remove this KPI for FY21 and instead focused on more appropriate measures.

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
2 - Home and Community-Based Supports: Provide direct services and supports in the community, including nutrition services, for District residents age 60 or older, people with disabilities between the ages of 18 and 59, and caregivers that promote living well in the District. (4 Measures)												
Percent of family caregivers participating in D.C. Caregivers Institute that self-report an improved ability to provide care	Annually	100%	93%	100%	90%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Met	
Percent of residents attending Senior Wellness Centers that self-report an increase in awareness and practices of health habits	Annually	92.2%	90.5%	89%	80%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	91%	Met	
Percent of referrals in non-emergency cases where initial client contact and investigation takes place within ten working days by Adult Protective Services	Annually	New in 2020	New in 2020	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	95%	New in 2020	
Percent of Emergencies Responded to Within 24 Hours by Adult Protective Services	Annually	New in 2020	New in 2020	100%	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	95%	New in 2020	

2020 Workload Measures

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 PAR
1 - Adult Protective Services (3 Measures)							
Number of referrals received in APS	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1809
Number of court Appointed Guardians/Conservators	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	43
Number of cases investigated in APS	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1152
1 - Advocacy/Elder Rights (2 Measures)							
Number of hours of advocacy and legal support provided to residents	10,155	10,767.9	Annual Measure	Annual Measure	Annual Measure	Annual Measure	8646.5
Number of hours of Long-Term Care Ombudsman services provided to residents	2072	2027.9	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1336.5
1 - Assistance and Referral Services (4 Measures)							
Number of residents age 60 or older receiving information, referral and assistance through the Aging and Disability Resource Center	12,479	20,386	4891	4894	5190	4783	19,758
Number of people with disabilities between the ages of 18 and 59 receiving information, referral and assistance through the Aging and Disability Resource Center	2993	2871	634	594	462	493	2183
Number of caregivers receiving information, referral and assistance through the Aging and Disability Resource Center	191	140	13	13	15	20	61
Number of residents served by DACL's Medicaid Enrollment Staff	2437	2255	622	415	587	598	2222

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 PAR
1 - Community Outreach and Special Events (1 Measure)							
Number of DACL sponsored information and training sessions that increase knowledge and awareness of long-term services and supports in the community	207	208	54	40	7	7	108
2 - In-home Services (2 Measures)							
Number of residents receiving homemaker services	411	386	Annual Measure	Annual Measure	Annual Measure	Annual Measure	350
Number of residents receiving home adaptations	1031	1162	274	365	2	82	723
2 - Lead Agencies and Case Management (3 Measures)							
Number of residents receiving case management	2373	2429	Annual Measure	Annual Measure	Annual Measure	Annual Measure	2206
Number of residents receiving options counseling	6861	8635	1876	1593	1218	950	5637
Number of residents transitioned from an institutional setting to the community	47	44	21	10	18	16	65
2 - Nutrition Program (2 Measures)							
Number of residents receiving home-delivered meals	3397	3555	Annual Measure	Annual Measure	Annual Measure	Annual Measure	8120
Number of residents attending community dining sites	5016	4550	Annual Measure	Annual Measure	Annual Measure	Annual Measure	4241
2 - Senior Wellness Center/Fitness (1 Measure)							
Number of residents attending Senior Wellness Centers	3397	3366	Annual Measure	Annual Measure	Annual Measure	Annual Measure	2576
2 - Transportation (2 Measures)							
Number of residents provided transportation to medical appointments	1763	1628	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1259
Number of residents provided transportation to social and recreational activities	1861	2037	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1467

2020 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
1 - Customer Information, Assistance and Outreach: Provide information, assistance and outreach to District residents age 60 or older, people with disabilities between the ages of 18 and 59, and caregivers that promotes awareness and access to services and supports offered in the District. (4 Activities)			
ADVOCACY/ELDER RIGHTS	Advocacy/Elder Rights	Provide legal and advocacy support and protective services for District residents age 60 or older in need of assistance with long-term care planning, quality of care disputes, estate and financial planning, and civil disputes.	Daily Service
COMMUNITY OUTREACH AND SPECIAL EVENTS	Community Outreach and Special Events	Provide engaging socialization opportunities and community service and support awareness campaigns for District residents age 60 or older, people with disabilities between the ages of 18 and 59, and caregivers that combat social isolation, improve access to services, address the needs of LGBT seniors, and project a positive image of aging and people with disabilities.	Daily Service
ASSISTANCE AND REFERRAL SERVICES	Assistance and Referral Services	Provide information on, connection to, and assistance with accessing home and community-based services, long-term care options, and public benefits for District residents age 60 or older, people with disabilities between the ages of 18 and 59, and caregivers.	Daily Service
ADULT PROTECTIVE SERVICES	Adult Protective Services	Adult Protective Services (APS) receives and investigates reports of alleged cases of abuse, neglect, and exploitation and self-neglect of vulnerable adults 18 years of age or older. APS conducts assessments and provides linkages to supports and provides services to mitigate against abuse, neglect, self-neglect, and exploitation.	Daily Service
2 - Home and Community-Based Supports: Provide direct services and supports in the community, including nutrition services, for District residents age 60 or older, people with disabilities between the ages of 18 and 59, and caregivers that promote living well in the District. (5 Activities)			
SENIOR WELLNESS CENTER/FITNESS	Senior Wellness Center/Fitness	Provide socialization, physical fitness, and wellness programs for District residents age 60 or older that promote healthy behaviors.	Daily Service
TRANSPORTATION	Transportation	Provide transportation services to essential non-emergency medical appointments and social/recreational group trips.	Daily Service
LEAD AGENCIES AND CASE MANAGEMENT	Lead Agencies and Case Management	Provide core services and supports, such as case management and counseling services, for District residents age 60 or older, people with disabilities between the ages of 18 and 59, and caregivers.	Daily Service
Nutrition Program	Nutrition Program	Provide prepared meals, fresh foods, and nutrition assistance to District residents age 60 or older that maintains or improves health and the ability to remain independent in the community.	Daily Service
IN-HOME SERVICES	In-home Services	Provide in-home adaptations, homemaker services and caregiver support for District residents age 60 or older to help manage activities of daily living, keep the home safe and prevent caregiver burnout.	Daily Service

2020 Strategic Initiatives

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Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Adult Protective Services (1 Strategic Initiative)				
Integration of Adult Protective Services (APS) Functions into DACL.	In FY20, DACL will integrate the functions of Adult Protective Services (APS) with DACL's larger direct services delivery system. With the addition of APS, DACL will work on a successful transition and create a responsive, integrated, and adaptive social work team. The integration will allow clients who come into contact with APS to be better connected to services from initial crisis, to stabilization, and continuing support in the community.	Complete	APS functions have fully integrated into DACL's larger direct service delivery system. Clients coming to APS attention needing services in DACL's service array are referred for and connected to needed services to ensure stability and healthy wellbeing.	
Assistance and Referral Services (1 Strategic Initiative)				
Enhance Programming Activities that Help Reduce Social Isolation.	In FY20, DACL will work with its grantees to increase programming opportunities for seniors living in Wards 2 and 3 by enhancing the Satellite Wellness Program; extending the number of hours and activities at the VIDA Senior Center; increasing the number of LGBTQ seniors participating in LGBTQ programming; and enhancing Alzheimer's support services by adding a new Young Onset Initiative.	Complete	Satellite Wellness and VIDA continued to offer virtual programming. This year the Satellite Wellness Program served 593 older adults and VIDA served 587 older adults. LGBTQ continued to offer weekly Silver Circles peer-led support groups in partnership with Whitman Walker. This year they served 37 older adults. Early On-Set continued its outreach to faith-based organizations however they were unable to generate enough interest to begin a group.	
Community Outreach and Special Events (2 Strategic initiatives)				
Planning for New Ward 7 Caregiver Oasis Complex.	In FY20, DACL will work in partnership with DPR on the planning of a new Ward 7 Caregiver Oasis Complex. DACL will work with the community to do community outreach to get feedback and ideas for activities and programs. The complex is expected to be operational in FY22. This initiative in FY20 will achieve the community engagement necessary in the planning phase through town halls, meetings with caregiver stakeholder groups, and focus groups with caregivers.	0-24%	In Q4, DPR's contractors were required to revise the concept plan due to budget constraints. DACL continues to work with DPR to determine the appropriate spaces to be allocated to caregivers in the new site. DACL will postpone community outreach until the dedicated spaces are determined.	KPI was not met in FY20 due to delays in securing a contractor for the site by DPR and revision of the concept plan in late Q4.
Develop a Senior Strategic Plan.	In FY20, DACL will work on the development of a 10-year comprehensive strategic plan that will serve as a long-term planning tool for District services for older adults. Per legislation, the plan requires consultation with seniors and community partners. DACL will work to include a diverse group of stakeholders in the development of the plan. DACL will aim to have at least 80% of the plan completed by the end of FY20.	0-24%	Due to the ongoing PHE and hiring/spending freeze, the Senior Strategic Plan was removed from the budget and is on hold until such time that funding is identified. This KPI was not met in FY20.	KPI was not met in FY20 due to removal of budget authority due to the PHE and the subsequent hiring/spending freeze. The Senior Strategic Plan is on hold indefinitely until new funding is identified.
In-home Services (1 Strategic Initiative)				
Evaluation of the Safe at Home Program.	In FY20, DACL will work with the University of the District of Columbia (UDC) to collect and analyze data to evaluate the impact of the Safe at Home (SAH) Program in reducing falls or falls-risks for those who have received SAH services. During FY20, UDC and DACL will work with grantees and participants to implement a research methodology and perform preliminary statistical data analysis that can be utilized to improve program operations in FY21.	75-99%	During the first year of the SAH program evaluation, UDC developed the research methodology and performed preliminary statistical data analysis. DACL and UDC are working collaboratively to best align the evaluation process and adjust due to the ongoing pandemic, including greater access of client data, during the second year of the program evaluation.	
Senior Wellness Center/Fitness (2 Strategic initiatives)				
Planning for New Senior Wellness Center in Ward 8	In FY20, DACL will work in partnership with DGS, seniors, and community partners to explore activities for a brand new senior wellness center in Ward 8, with a ribbon cutting in 2022. In FY20, DACL will focus on the community engagement needed to create an innovative model representative of the community's preferences. DACL will conduct 8 community town halls and use the feedback to draft an RFA in FY21 to select a provider that can operate the new center in Ward 8.	25-49%	Outreach was postponed to FY21, due to the PHE and DCPS request. DACL participated in one town hall with Ward 8 seniors to provide an update of the project and receive feedback in late September. DACL was also able to identify a site with DGS. DACL is currently waiting on initial drawings from DGS to confirm that the site at Kramer is appropriate for a SWC (DGS provided assurance that the current Kramer MS renovation plans would be intact with the addition of a SWC on site).	
Expansion of Senior Wellness Centers (SWCs) in Wards 5 and 8 and Refreshers for all SWCs.	In FY20, DACL will work with DGS towards the expansion of Model Cities Wellness Center (Ward 5) and Congress Heights Senior Wellness Center (Ward 8). DGS and DACL will work with seniors at both centers to ensure participation and engagement in the expansions. In addition, DACL will work with DGS to complete refreshers at all six SWCs. Refreshers and expansions are expected to be completed by the end of FY20.	50-74%	DGS has submitted the permits to build expansions at both senior wellness centers and are awaiting approval from DCRA. All refreshers are completed at the six wellness centers with only punch list items to be finish by DGS's contractor.	