



FY 2012 PERFORMANCE PLAN Department on Disability Services

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. 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.

PERFORMANCE PLAN DIVISIONS

- Rehabilitation Services Administration (RSA)
- Developmental Disabilities Administration (DDA)
- Disability Determination Division (DDD)
- Office of the Director

Agency Workload Measures

Workload Measure (DDS)	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual
# of RSA Clients Served	6200	6896	8900
# of RSA Referrals	2200	3108	3060
# of RSA Transition Referrals	468	822	432
# of DDA Clients Served	2030	2089	2103
# of DDA Applications for Service	149	147	172
# of DDA Prior Authorizations Processed		5910	5093
# of DDA Serious Reportable Incidents (SRIs) Requiring Investigation	1060	1166	1532
# of DDA Provider Certification Reviews (PCR) Conducted	N/A	N/A	89
# of DDD Determinations	12126	14209	12679

Developmental Disabilities Administration

SUMMARY OF SERVICES The Developmental Disabilities Administration (DDA) enables individuals with intellectual disabilities to maximize their independence and exercise meaningful choice and control over their own lives through greater access to services, participant-centered service planning and delivery, and increased provider capacity. DDA coordinates a provider network delivering community residential, day, vocational, employment, and individual and family support services for individuals, and promotes the health and wellness of individuals with intellectual and developmental disabilities through participant safeguards and a robust quality assurance program.

OBJECTIVE 1: Access – Assure necessary services and supports for participant access 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.

The policies and procedures for Intake and Eligibility determinations have been revised to clarify/streamline timelines and requirements and will be implemented in FY12. During FY12, performance on adhering to the established timelines will be tracked and remediation actions implemented when performance is below acceptable standards. A contracted resource for the completion of social work assessments is being secured to address the time delay in completion of this required information. Work with DCPS has resulted in a significant decrease in the time delay in getting school records for graduates in the last 4-5 years and additional work will be done in FY12 to get records for graduates that are older than 4-5 years. These new procedures will be implemented by December 31, 2011 with an expected improvement in performance by the second quarter of FY12.

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.

The data system supporting the development of the ISP and prior authorizations has been updated to ensure all prior authorizations are linked to services identified in the ISP to address processing issues. The next step in this process is to closely monitor timeliness and completeness of submissions from Service Coordination staff to Waiver Unit staff. DDA has implemented a new process to provide feedback on reasons authorizations are not completed timely and will develop remediation reports to reduce delays in the future. A new process is being implemented in FY12 to address when prior authorization requests are returned to Service Coordination due to a lack of documentation. These new procedures will be implemented by December 31, 2011 with an expected improvement in performance by the second quarter of FY12.

OBJECTIVE 2: Person-Centered Service Planning and Delivery – 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: Implement a web-based Level of Need Assessment (LON) Tool.

The LON is a best-practice assessment tool used to ensure consistent and comprehensive assessment results upon which to develop Individualized Service Plans (ISPs) to meet an individual's unique needs, and to design strategies to address his or her health and safety risks. Training for DDA staff and providers on LON will be completed by December 31, 2011. The LON web-based application will be launched in the first quarter of FY12 by the DDS Office of Information and Data Management unit at which time the assessment tool will be completed prior to new or annual ISPs.

INITIATIVE 2.2 Expand and empower the agency's new Quality Management Division which reports directly to the Office of the Director.

The Quality Management Division has the responsibility to implement the CMS Quality Assurance plan and will lead the expansion of quality improvement measures to incorporate national standards of person-directed planning and services. The division will implement a revised set of monitoring protocols based on feedback of the effectiveness of existing protocols. Quarterly and annual reports based on the findings of the Quality Assurance plan will be published on the DDS website for increased transparency by the end of the 2nd quarter of FY12.

INITIATIVE 2.3: Complete and implement the DC DDA State Employment Leadership Network (SELN) strategic plan (JOB CREATION)

DDA is committed to continuing to promote an "Employment First" policy that all working age adults, regardless of disability, can be employed and experience the rewards of an integrated working life in the community. To help reach that goal, the new proposed State Office of Disability Administration within DDS will use the information from the SELN assessment of the agency to develop a strategic plan during the second quarter of FY12 to promote the least restrictive, most integrated day, vocational and employment services. The plan will promote the Employment First language and policy with all stakeholders; define actions to be taken with providers to down-size large, congregate day programs; and increase the number of persons who are employed or in employment programs. The plan will also bring significant program enhancements to current day and vocational service programs to improve the quality of skills training and service options to be more individualized and provide adult oriented skill training, employment development and integrated retirement options.

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 provide quality services and supports to people who are concurrently served by DMH and DDA.

The DDA Health and Wellness Psychologist is leading an effort to improve strategies to prevent and respond effectively to crises related to behavioral or mental health by providing technical assistance and consultation, and developing a list of resources to be completed by the end of FY12. DDA Service Coordination staff will develop and

implement protocols with DMH to identify individual and systemic issues, develop action plans, and refer to management those issues that require systemic change or improvement. This will be completed by the end of the 1st quarter of FY12 and should result in a decrease in the use of emergency room visits and emergency hospitalization related to a behavioral or mental health issue.

INITIATIVE 3.2: Utilize DDA Provider Certification Review (PCR) process to develop a comprehensive rating system for provider effectiveness.

The PCR rating will be used to identify providers which consistently meet, exceed, or fall below expectations as defined in the rules, policies, and procedures. The ratings will be published on the DDS website to facilitate informed decisions by the individuals that DDA serves. The rating scale will be developed and implemented in the 1st quarter of FY12. Quality improvement initiatives identified by the rating system will be implemented by the 4th quarter of FY12.

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

INITIATIVE 4.1: Establish and implement education and prevention activities on abuse and neglect.

The Rights and Advocacy Specialist will create and disseminate to service users, DDA staff, service providers, and advocates a fact sheet on incidents of Abuse and Neglect. This will better inform providers and the individuals DDA serves on how to identify and prevent such instances. The fact sheets will be developed and communicated by the end of the 1st quarter FY12.

INITIATIVE 4.2: Increase the number and percent of individuals who receive age-appropriate preventive health care.

In FY11 DDA revised the Health and Wellness Standards and provided training to providers and DDA staff on these standards. Additionally DDA now requests specific information in its monitoring practices with regard to the receipt of age and gender appropriate preventative health care. In FY12, DDA will do a quarterly review of the findings from these two sources and will develop targeted remediation actions to improve performance. The first report outlining the findings from these activities will be completed by February 15, 2012.

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 agency grievance procedure and informal resolution program.

The Rights and Advocacy Specialist will conduct a comprehensive review of the effectiveness of the grievance procedure and internal resolution program by analyzing quality, timeliness, and other factors in complaint resolution. By the end of the fiscal year, a report will be generated to determine an improved methodology for evaluating complaints and resolutions in the future.

Measure	FY 2010 Actual	FY 2011 Target	FY 2011 Actual	FY 2012 Projection	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
Percentage of intake applications received that have been responded to within required timelines	38.5%	70%	21.8%	70%	75%	80%	90%
Percentage of prior authorization requests issued on-time	55.6%	85%	41.4%	85%	95%	95%	95%
Percentage of ISPs that are completed on-time (annually)	58.5%	90%	76.4%	90%	95%	95%	95%
Percentage of issues ¹ that are resolved on-time	36.9%	50%	38.1%	50%	75%	85%	90%
Percentage of individuals receiving services in congregate settings (ICF/MR)	19.1%	19%	18.6%	18%	17%	16%	15%
Number of providers on enhanced monitoring status	7	10	5	10	8	6	5
Percentage of Investigations completed within required timelines ²	28.9%	80%	90.0%	85%	90%	92%	95%
Percentage of recommendations from SRI investigations that are implemented within required timelines	90.1%	90%	95.4%	95%	95%	95%	95%
Measure	FY 2010 Actual	FY 2011 Target	FY 2011 Actual	FY 2012 Projection	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection

¹ Examples of issues include missed medical appt., remediation mandated after an incident report; delay in receiving an ordered service; broken adaptive equipment, etc.

² Reduced the allowable timeline from 45 business to 45 calendar days in FY 12.

Percentage of DDA Service Coordinators, staff and supervisors who completed required competency-based training	N/A	90%	96.1%	95%	96%	98%	98%
Number of individuals in competitive or supported employment	161	120	207	230	260	275	300
Percent of all providers that complete the Provider Certification Review process annually	N/A	N/A	97.8%	100%	100%	100%	100%
Average number of days between entry to continuing services and completion of the initial ISP	N/A	N/A	172.3	150	120	110	100
Percent of persons reviewed whose ISPs were revised, as needed, to address changing needs	N/A	N/A	N/A	Baseline	TBD	TBD	TBD
Percent of persons who receive prescribed health care services	N/A	N/A	N/A	Baseline	TBD	TBD	TBD

Rehabilitation Services Administration

SUMMARY OF SERVICES

The Rehabilitation Services Administration (RSA) provides quality comprehensive vocational rehabilitation (VR) and independent living services to eligible individuals with disabilities. RSA services, which include job counseling, development, placement, and retention assistance prepares consumers to obtain and maintain competitive employment. RSA markets the placement of its consumers and assists employers in their efforts to include persons with disabilities in their workforce. RSA also assists consumers in obtaining the necessary training to enter into high growth and high demand industries with the greatest opportunities for continued employment, independence and self sufficiency. RSA provides transition services to students with disabilities as they move from the educational arena to the world of work.

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 persons with disabilities with a particular focus on areas served by veterans (JOB CREATION).

This effort centers on informing District veterans that they are eligible to receive DDS/RSA services for non-military service related disabilities. RSA will work with community partners to provide referrals to RSA from their organization. Additionally, RSA will provide Wellness Therapy Workshops for veterans at DDS as well as work with several federal agencies that provide posted and un-posted job leads targeting veterans. RSA will work with the Director of the Mayor's Office of Veterans Affairs and the Veterans Coordinator for the DOES to accomplish these goals by the end of the second quarter of FY12.

INITIATIVE 1.2: Increase outreach to employers through DDS/RSA's new Business Relations Unit (BRU) (JOB CREATION).

RSA created a Business Relations Unit during FY 2011, whose mission is to engage employers and employer networks in high demand, high growth industries; to partner with DC's Department on Employment Services; and to provide work readiness training to job seekers with disabilities. To increase the number of individuals with disabilities obtaining employment, the BRU will create collaborations between area private and public sector employers, Vocational Rehabilitation (VR) counselors and job seekers with disabilities to develop job opportunities and placements. The BRU will engage 3 new Federal agencies in creating employment opportunities, will establish relationships with 10 businesses and/or employer networks, and will train 100 job seekers in work readiness skills. The BRU will establish these new relationships by the end of the 2nd quarter FY12.

INITIATIVE 1.3: Increase the effectiveness of current and new Supported Employment Human Care Agreements with service providers and Community Rehabilitation Programs (CRPs) through better communication of their ability to provide employment opportunities (JOB CREATION).

The agency will focus on increased client choice in their decision on which CRP to use through a summary report of each CRP's effectiveness in providing employment outcomes. Providers with Human Care Agreements for supported employment and job placement services to RSA clients will be evaluated and assessed on the number of employment outcomes achieved through their Human Care Agreements. Reports with the results of these findings will be posted on the DDS website. RSA will increase the number of job placement outcomes from the CRPs by 10% by September 30, 2012.

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.

RSA has completed more than a full year using its new case management system and has developed a comprehensive set of performance indicators from the agency level to front-line staff. In FY12 the administration will focus on informing staff, management, and the general public of performance progress using multiple resources. Monitors will be mounted throughout the agency to broadcast news and performance data trends. RSA will begin to post performance data on the agency website by the end of the first quarter FY12.

INITIATIVE 2.2: Increase the number of Certified Rehabilitation Counselors (CRC) at the agency.

According to Federal Comprehensive System of Personnel Development (CSPD) all counselors must be CRC eligible by October, 2015. RSA will continue to hire only CRC qualified or CRC eligible candidates to fill all VR Specialist positions. RSA will also counsel and assist all current employees to obtain their CRC by the 2015 deadline. As a result, the number of CRC qualified VR Specialists in FY12 will increase by five (5).

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

In accordance with 34 CFR Sec. 361.17, RSA is partnering with the State Rehabilitation Council (SRC) to conduct a review and analysis of customer satisfaction, with RSA provided vocational services during the first 90 days of initial contact with the agency. The survey will be conducted by an independent consultant. The survey will measure the level of customer satisfaction with the intake and application process and with timely movement of cases through eligibility and IPE development. Adjustments in agency procedures and necessary corrective actions will be identified and implemented. The survey will be completed by the end of FY12.

INITIATIVE 2.4: Implement the Benefits Counseling program (FISCAL STABILITY).

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. The program educates Social Security recipients on the benefits of working and the Social Security programs that provide support as they pursue employment goals, conducting individual benefits analysis, as needed. The program will target transitioning youth and adults, providing benefits and work incentive counseling to VR consumers with disabilities receiving Social Security Insurance (SSI), Social Security Disability Insurance (SSDI), Temporary Assistance to Needy Families (TANF) and other forms of public assistance to prepare them for placement in competitive employment. With Medicaid infrastructure funds, 50 additional DDS and community provider staff will be trained on the benefits planning process to better serve DDS's consumers and to promote employment outcomes. DDS will provide benefits counseling orientation, benefits analysis, and/or benefits counseling to more than 100 consumers with disabilities during FY12.

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 16-22 transitioning from school to work.

INITIATIVE 3.1: Improve youth employment outcomes for youth in transition by providing work experiences and career guidance (JOB CREATION and QUALITY EDUCATION).

DDS/RSA plans to expand the number of transitioning youth participating in DDS/RSA programs and services through various new and existing projects. The Project Search initiative will be improved by developing additional internship sites, especially those within the medical community. The School to Work Marriott Bridges program will expand to 40 employed youth with disabilities. A partnership with the Department of Youth Rehabilitation Services will station a VR Specialist from the Transition Unit to provide job placement services to court-involved youth at DYRS. These programs will be fully implemented and employing transitioning youth by the end of the 2nd quarter of FY12.

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

The MOU between RSA and DCPS has enhanced our data sharing capability and supports RSA's internal record-gathering and eligibility determination process for transitioning youth. This collaboration has resulted in almost 900 referrals for academic year 2011-12. RSA will continue improving this collaboration with DCPS to increase the number of youth with disabilities in employment by 30 students by the end of FY12.

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.

DDS/RSA will expand specialized independent living, transition, and technology services to over 200 persons with disabilities, an increase of 25% by the end of FY12.

INITIATIVE 4.2: Establish three (3) new relationships with community service providers to offer recreational support, information and referral services to consumers with blindness and low vision.

RSA has existing relationships with the DC Center for Independent Living and the Columbia Lighthouse for the Blind, but for FY12, RSA is seeking to expand partnerships to include the MLK DC Public Library Adaptive Services Center, The Metropolitan Washington Ear, and the National Federation of the Blind's News Line.

The establishment of an Independent Living Services Human Care Agreement for RSA, which will be implemented in FY12, will enhance DDS/RSA's outreach capacity through faith-based and community providers who provide specialized services to aging, blind and low vision consumers residing across the District through the Title VII Chapter 2 Independent Living Services for Older Individuals who are Older Blind program.

Measure	FY 2010 Actual	FY 2011 Target	FY 2011 Actual	FY 2012 Projection	FY 2013 Projection	FY 2014 Projection	FY 2013 Projection
Number of clients employed for 90 calendar days or more	475	600	659	625	650	675	700
Percent of cases exceeding 90 calendar day Federal timeframe from eligibility to plan development	24%	20%	27.0%	20%	15%	10%	5%
Number of Certified Rehabilitation Counselors	7	10	14	15	17	19	21
Number of transition youth with an IPE	39	525	141	200	250	300	350
Percent of cases where eligibility is determined within 60 calendar days	N/A	85%	53.2%	85%	90%	95%	95%
Number of transition youth who exit the system with a successful employment outcome	N/A	25	7	25	50	70	90
Number of clients receiving post-secondary education services (including associates, bachelors, and masters degrees) who graduate	N/A	40	N/A	50	75	100	125
Percent of job placements with Human Care providers achieving employment	N/A	40%	55.9%	60%	65%	70%	75%

Disability Determination Division

SUMMARY OF SERVICES

The Disability Determination Division (DDD) processes Social Security Disability and Supplemental Security Income Claims. The Social Security Administration (SSA) obtains an application for disability benefits from a claimant in one of four ways; directly in one of the Field Offices, by completing an application via SSA on line, through one of the Tele-service Centers, or by US Mail Service. The application is sent to the DDD office electronically to begin the process of determining if the claimant is medically eligible to receive disability and/or Supplemental Security Income (SSI) benefits based on Social Security rules, laws and regulations. The DDD may schedule examinations for claimants and provide transportation assistance when necessary as part of the eligibility determination process. In addition to the claimant and medical/psychological treating sources, the DDD communicates with RSA counselors, advocates, third parties, relatives, parents, attorneys, social workers and any other applicable sources that might be able to assist in the disability determination, while ensuring adherence to state and federal regulations. Once the medical portion of the disability determination is complete, the disability claim is returned to SSA for implementation of payment and /or other action as indicated or necessary.

OBJECTIVE 1: DDD will meet and/or exceed SSA standard case processing time (currently 107 days).

INITIATIVE 1.1: Develop process for Quick Determination Decisions.

Implement a new process to expedite the determination process for individuals with a high likelihood of disability based on their application. The expedited process will be implemented by the end of the second quarter of FY12.

Measure	FY 2010 Actual	FY 2011 Target	FY 2011 Actual	FY 2012 Projection	FY 2013 Projection	FY 2014 Projection	FY 2015 Projection
Average SSA Case Processing Time (in days)	107	107	107	107	106	105	103
Accuracy of Eligibility Determinations	95.2%	90.6%	94.6%	91%	91.2%	91.5%	92%

Office of the Director

SUMMARY OF SERVICES

The Office of the Director develops implements and manages Department programs including oversight of RSA, DDA, Human Resources, Contracting, Performance Management, and Information Technology.

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.

DDS will utilize iPads and other mobile technologies in external monitoring of the population it serves. Mobile technologies will allow for faster transmission and processing of information. Applications will also be developed to provide a real-time summary of the population DDS serves while staff are performing field evaluations, leading to better outcomes for our constituency. At least one new iPad application will be developed and used by the end of the first quarter of FY12.

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

DDS will develop and implement a social media strategy to gain followers on Facebook and Twitter and to regularly post new information on the social media sites. DDS will also develop a means by which to hold online forums and discussions with constituents, taking advantage of web 2.0 applications. The plan will be developed and implemented by the end of the second quarter FY12. DDS will have over 150 followers on Facebook and Twitter by the end of FY12.

INITIATIVE 1.3: 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). (JOB CREATION)

DDS will work with the Social Security Administration (SSA) to accept SSA Tickets from people who receive Social Security benefits. This initiative will enable DC Department on Employment Services (DOES) and Department of Mental Health (DMH), current community rehabilitation providers that are not ENs, other job training and placement agencies, and employers themselves to provide services through the Ticket that might otherwise not be available to individuals. This brings in additional *federal* funding that can be used flexibly for job support and benefits planning, eliminating the administrative burden on employment services agencies by coordinating reporting requirements at DDS, and enabling people and organizations to benefits from this extremely underutilized resource. DDS expects the creation of the Administrative Employment Network to be completed by the end of FY12.

OBJECTIVE 2: Focus resources and planning in the Office of the Director to exit existing agency litigation and meet oversight requirements.

INITIATIVE 2.1: Exit *Evans v. Gray*.

The Director's office will focus planning, personnel and strategic efforts to assure that the requirements for the 2010 Revision of 2001 Plan for Compliance and Conclusion of the *Evans v Gray* are met and that the District responsibly exits this case. This will be done through continued implementation of the *Evans* work plan and meeting performance goals. The District anticipates filing for compliance on three of nine goals by the end of FY 2012 and request an extension to the 2010 Order through 2013. This extension is dependent upon Federal Court approval.