



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. 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.

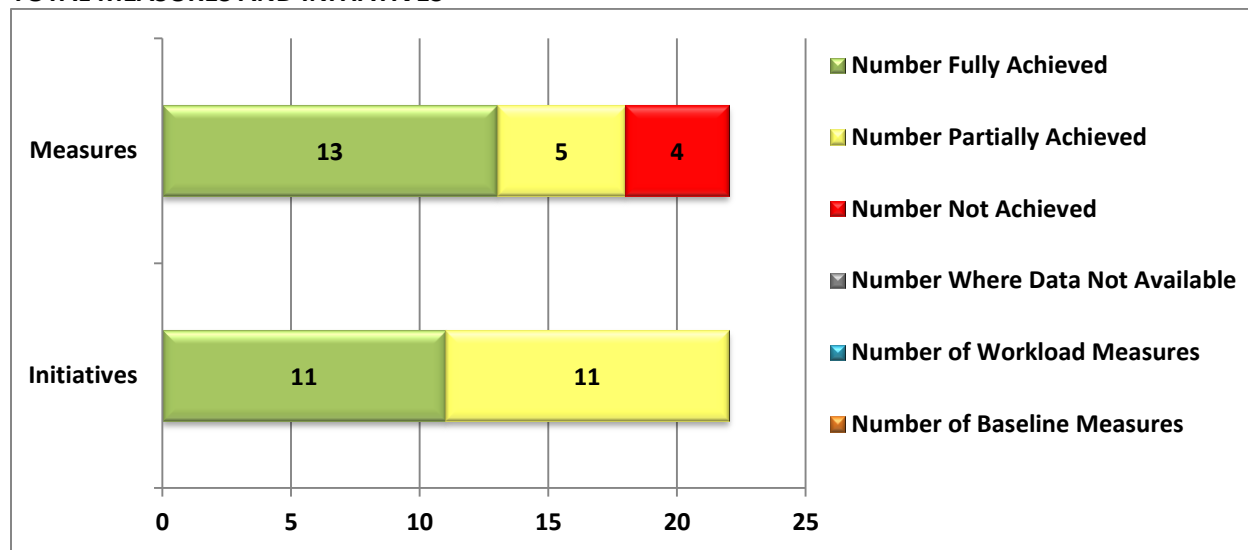
ACCOMPLISHMENTS

- ✓ **Evans status:** The agency met the objectives to certify three of the nine goals in the Evans V Gray case and achieved an extension of the 2010 plan through April 2012 at which time a final extension request will be submitted by the Independent Compliance Administrator to the court.
- ✓ **Work Incentives:** Created a work incentives and Benefits Counseling Network, including the completion of the process to become an Employment Network by promoting employment retention and the removal of significant barriers to employment for individuals with disabilities..
- ✓ **HCBS Waiver:** Successful implementation of the DDA Home and Community-based Services (HCBS) Waiver program Quality Assurance and Improvement Plan of Correction following the Centers for Medicare and Medicaid Services (CMS) Quality Review sufficient to permit the District to successfully renew the DDA HCBS waiver program.

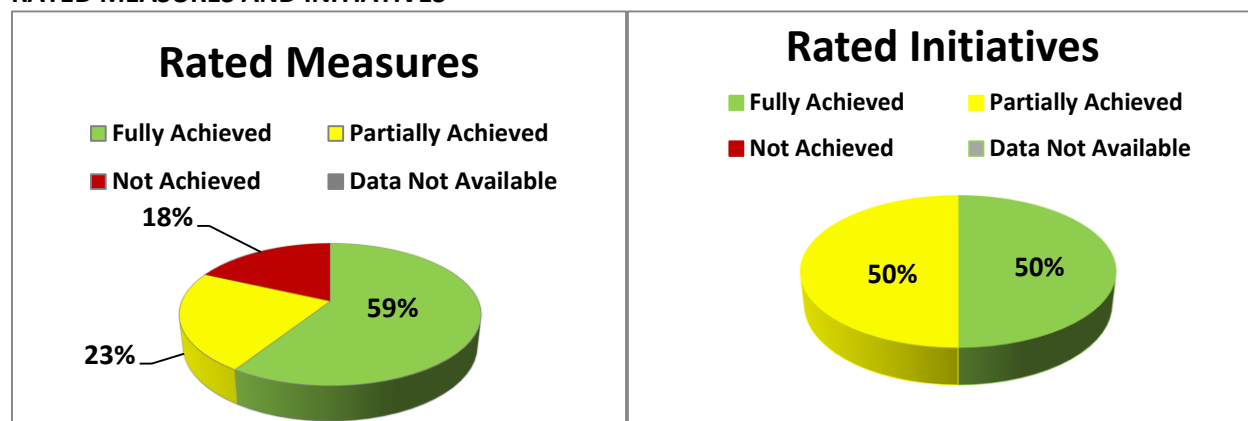


OVERALL OF AGENCY PERFORMANCE

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



Performance Initiatives – Assessment Details


Performance Assessment Key:

 Fully achieved  Partially achieved  Not achieved  Data not reported


Agency Management

OBJECTIVE 1: Agency Enhancements

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

-  **Fully Achieved:** DDS implemented two (2) IPAD applications for day and residential monitoring for the DDA program. .

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

-  **Fully Achieved:** DDS implemented social media strategy and currently has user statistics reflecting 1000 hits per week on the website, 212 Twitter followers, and 123 Face book



friends. .

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)

- **Partially Achieved:** DDS's application was submitted to the Social Security Administration in early September 2012 and approval is pending. DDS has oriented internal staff and started orientation of the service providers who were named in the application so activities can be initiated as soon as approval is received.

OBJECTIVE 2: Compliance

INITIATIVE 2.1: Exit *Evans v. Gray*.

Fully Achieved. The District filed Certification of Compliance for three of nine goals in FY 12, and the Special Master ultimately determined that the defendants are in compliance with those goals: Staff Training, Personal Possessions and Adequate Budget. The extension of the 2010 Revision of the Plan for Compliance and Conclusion of the *Evans v. Gray* litigation was granted in August 2012 for an additional six months while Joint

- Monitoring is conducted to determine status of compliance on five of the remaining six goals.

Developmental Disabilities Administration

OBJECTIVE 1: Access

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

- **Partially Achieved:** This initiative was partially achieved since the performance goal was not reached. FY 2012 year end actual performance on this objective was 62.65%, however performance over the four quarters showed steady improvement from 45% in Q1 to 83.33% in Q4.

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 ISP date.

- **Partially Achieved:** FY 2012 year end actual performance on this objective was 43.88%. However, performance on this objective showed a steady improvement from quarter to quarter: Q1-30.78%, Q2-39.06%, Q3-46.2% and Q4-61.74%. The waiver unit achieved/exceeded the performance measurement at 93.4% in the last month of Q4. Since the unit started at such a low level of performance, even as performance improved it was



statistically impossible to end the year on target. Remedial activities that were put in place to improve performance are proving successful.

OBJECTIVE 2: Person-Centered Service Planning and Delivery

INITIATIVE 2.1: Implement a web-based Level of Need Assessment Tool (LON).

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.

Fully Achieved . This initiative was fully achieved by completing the web-based programming to implement the tool on-line and interface with the MCIS client data base, developing the related policies and procedures, training the staff and the providers on the use and intent of the tool and communicating the information. The assessment tool has been completed for each person prior to the annual individual service plan meeting effective the second quarter of FY 12 as planned.

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

Partially Achieved: The agency implemented a revised set of monitoring protocols in FY2012 based on the effectiveness and results of previously used tools. Quarterly and annual reports for the CMS quality assurance plan have been fully developed but have not been placed on the website.

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

Partially Achieved: DDS/DDA has worked with the SELN on the development of a strategic plan and to date all components have been identified. The draft plan is pending final approval and publication.

OBJECTIVE 3: Provider Capacity and Capabilities

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.

Partially Achieved: DDS made major strides in the development of DDA provider internal capacity but this will be a continued effort for years to come. DDS provided technical assistance and training to providers and facilitated interagency collaboration with DMH. DDS will continue to recruit highly qualified providers who specialize in the clinical and



support needs of dually diagnosed individuals.

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

- **Fully Achieved:** Developed a rating for various key performance activities of the DDA providers and developed a policy and procedures where the ratings are assessed as part of the annual provider certification review. The PCR ratings are then available to be shared with stakeholders and consumers to aid them in selecting the most appropriate provider for their needs.

OBJECTIVE 4: Individual Safeguards

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

- **Fully Achieved:** The DDA Rights and Advocacy Specialist created an information sheet on Abuse and Neglect that has been placed on the DDS website, shared with providers, Project Action! and distributed through service coordination during service coordination activities.

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

- **Partially Achieved:** DDA Health and Wellness Unit initiated a Task Force in the third quarter of FY12 to improve the Health and Wellness Standard that includes the capture of age and gender appropriate screenings and health care. The initial findings centered on the need to improve how this data was collected which prompted a crosswalk of the current Health Care Review Summary (HCRS) tool with an improved version that is centralized in the MCIS. The new tool was not implemented by September 30, 2012. The former tool captured screenings ordered by primary care physicians on age appropriate screenings, but required a manual data collection strategy. Deficient findings on age appropriate screenings were entered as issues and required individual remediation. Moving forward age and gender appropriate screening will remain at 90 percent of better, remediation completed utilizing the issue resolution system, and targeted technical assistance for providers as needed.

OBJECTIVE 5: Rights and Responsibilities

INITIATIVE 5.1: Review effectiveness of agency grievance procedure and informal resolution program.

- **Partially Achieved:** Initial analysis completed but report and recommendations not completed by end of the Fiscal Year.

Disability Determination Division

OBJECTIVE 1: Case Processing



INITIATIVE 1.1: Develop process for Quick Determination Decisions

Fully Achieved - Monitored the performance of the social insurance specialists and made adjustments to caseloads to balance the workload. Trained social insurance specialists in how to best identify individuals with a high likelihood of disability determination based on certain key factors in the application and to expedite the applications of those individuals.

Rehabilitation Services Administration

OBJECTIVE 1: Increase the number of DC residents with disabilities who achieve employment, 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).

- **Partially achieved:** Established contact and developed a partnership with the Office of the Mayor on Veteran's Affairs as well as the Veteran representatives from the DOES. Information sharing and referral process have been established. Continued efforts to work with various Veterans organizations in the area.

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

Fully Achieved: Through an active MOA between RSA and DOES, the BRU facilitated the partnership with DOES to educate job seekers about DOES services, register them through the DC Networks on-line System as well as the One City One Hire effort. DOES representatives visited the RSA site to provide instruction on workforce development opportunities at DOES. RSA played an active role in the DOES Career fair which was held in April 2012. RSA provided the DOES with guidance around ensuring the One-Stops were accessible to all individuals with disabilities. RSA conducted site visits to each of the One Stops and provide a written report of recommendations for improving accessibility. RSA also provided a list of vendor for obtaining services. In addition, both agencies developed and launched a referral process for getting clients to DOES. RSA also visited each of the One-Stop unit meetings to train DOES staff on RSA services . RSA also collocated counselors at each of the One-Stops to in an effort to identify potential clients for RSA services.

BRU facilitated 24 work readiness workshops with 326 job seeker attendees. The workshops included information on interviewing techniques, resume preparation, communication skills, appropriate workplace attire, employer expectations and when to disclose a disability. DOES provided computer basics instruction on their DCNetworks System. The BRU also created and launched Employer Spotlights which created the opportunity for employers to visit RSA and speak to job seekers and counselors about their expectations and opportunities.

Provided direct and indirect services for the placement of over 50 job seekers into employment. The BRU exceeded the FY 11 placement rate by almost three times; The BRU designed the Talent Preview Program which is an unpaid internship for RSA job seekers;



TP2 is the first program of its kind at RSA.

Coordinated over 13 Employer Spotlights with private and federal employers who presented to job seekers and counselors about opportunities.

Forged relationships with the National Institutes of Health, the Department of Commerce and the Department of Labor, and the Department of Agriculture. USDA assumed the first intern in the Talent Preview Program. The Department of Commerce hired a job seeker at the Census Bureau. The BRU established relationships with 23 employers and they attended 41 business/career fair networking events

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

Partially achieved: RSA has twenty-three CRPs for Supported Employment and Job Placement. Clients have access to the list of Providers to enable them to make informed choice. The Providers are evaluated based on employment outcome and other deliverables in the Human care agreement. Although the agency is now evaluating and assessing all CRP providers, and making this information available to counselors so that it can be shared with clients, the information is not yet available on the agency's website. At the end of FY2012, the use of RSA Certified Rehabilitation Providers resulted in 65 employment outcome for RSA clients.

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.

Partially Achieved: A dashboard of RSA performance indicators is now available to all RSA supervisors. However, due to challenges in the operation of the case management system the overall posting of information has been delayed.

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

Fully Achieved: DDS/RSA has only hired Vocational Rehabilitation Specialists who either have their CRC or are eligible to sit for their CRC examination. The number of VR specialists with their CRC as of the end of the FY12 was 15 which represents 38% of the VR specialists and an increase of 5 CRCs during the fiscal year.

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

Partially Achieved: The SRC did not conduct a survey in FY 2012, However, RSA's Office of Quality Assurance and Compliance conducted two customer satisfaction surveys in accordance with 34 CFR § 361.52 (d) (2). The first survey, conducted in March 2012, was a thirteen item questionnaire designed to capture the applicant's first impression of the services rendered when he/she reported for the initial intake interview. The goal was to survey 25% of the individuals who applied for Vocational Rehabilitation services during the



month of March 2012. Of the 151 individuals who applied for services, 58 (38%) individuals agreed to participate in the telephonic survey. The second survey, conducted in September 2012, was a twelve item questionnaire designed to capture the client's level of satisfaction with the services received from RSA. The survey focused on clients whose cases were closed with successful employment outcomes during the third and fourth quarters of FY 2012.

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

- **Fully Achieved:** The benefits counseling program provided services to 181 consumers during FY 12 through a network of trained benefits counselors imbedded with the service providers.

OBJECTIVE 3: Strengthen and expand existing collaboration and coordination of transition services 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).

- **Not achieved:** Project Search explored additional sites, including medical facilities, during FY 2012, but was not successful in adding any additional sites during the year. One additional site at GW University is being developed and is expected to be able to accept clients by June 2013. There was some difficulty with receiving sufficient numbers of referrals to sustain the current sites. RSA is working with DCPS to address these concerns regarding referral and selection of program participants. The program has expanded, in that it now accepts applicants who are not in school; the program initially was limited to individuals in their final year of high school. The agency's relationship with the Bridges Program did not continue. We have re-engaged with this program and expect to meet with the project director in January, 2013.

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

- **Not Achieved:** Although the agreement to share data is in place with DCPS, there have been a number of problems with the referral process in transition. This FY (in December, 2012) the Director of DDS, the Deputy for RSA and the DCPS Director of Special Education Services met. They are bringing all necessary staff together in February, 2013, to develop a plan to improve the referral process. There were only 8 successful employment outcomes in transition in FY 12.

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 – DDS/RSA served 310 blind and low vision clients. This goal was achieved through the development of Human Care Agreements for Independent Living Service



providers which included the Columbia Lighthouse for the Blind and the DC Center for Independent Living. During FY 12 Part B IL funding was utilized to support a city wide transition forum to promote peer counseling and the employment needs of transition age youth. Also with the hiring of a Blind Rehabilitation Specialist, the agency increased its capacity to work with Hispanic blind individuals providing training in orientation and mobility, Braille, techniques of daily living, and utilizing basic adaptive technology. Additionally, a new vendor, Seabury Resources on Aging, resulted in an increase in the number of DC older blind residents who received specialized rehabilitation intervention support and IL services.

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.

- **Partially Achieved:** In collaboration with a sub grantee with the DC Office on Aging, Seabury Resources on Aging, became a vital provider to provide IL services to older blind consumers residing in all quadrants of the District. Support Group development and Outreach Services through the Metropolitan Prevention of Blindness and the Low Vision Clinic have been initiated, but the statements of work are pending review under the DDS Office of Contracts and Procurement.



Key Performance Indicators – Assessment Details

Performance Assessment Key:

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

	KPI	Measure Name	FY 2011 YE Actual	FY 2012 YE Target	FY 2012 YE Revised Target	FY 2012 YE Actual	FY 2012 YE Rating	Budget program
Developmental Disabilities Administration								
	● 1.1	Percentage of intake applications received that have been responded to within required timelines	21.8%	70%		75%	92.35%	DDA
	● 1.2	Percentage of prior authorization requests issued within policy	41.4%	85%		46%	51.63%	DDA
	● 1.3	Percentage of ISPs that are completed on-time (annually)	76.4%	90%		89%	98.88%	DDA
	● 1.4	Percentage of issues that are resolved on-time	38.1%	50%		46.28%	82.59%	DDA
	● 1.5	Average number of days between entry to continuing services and completion of the initial ISP	172.3	150		140	84.95%	DDA
	● 2.1	Percent of individuals receiving services in congregate settings (ICF/MR)	18.6%	18%		16.9%	104.08%	DDA
	● 2.2	Number of individuals in competitive or supported employment	207	230		235	314.35%	DDA



●	3.1	Number of providers on enhanced monitoring status	5	10		12	83.33%	DDA
●	3.2	Percent of all providers that complete the Provider Certification Review process annually	97.8%	100%		100%	132.14%	DDA
	KPI	Measure Name	FY 2011 YE Actual	FY 2012 YE Target	FY 2012 YE Revised Target	FY 2012 YE Actual	FY 2012 YE Rating	Budget program
●	4.1	Percentage of recommendations from SRI investigations that are implemented within required timelines	95.4%	95%		99.74%	104.99%	DDA
●	4.2	Percentage of DDA Service Coordinators, staff and supervisors who completed required competency-based training	96.1%	95%		98%	80.17%	DDA
●	4.3	Percentage of Investigations completed within required timelines	90%	85%		85%	98.82%	DDA
Disability Determination Division								
●	1.1	Average SSA Case Processing Time (In Days)	107	107		93.06	114.98%	DDD
●	1.2	Accuracy of Eligibility Decisions	90.6	91		93.80%	103.08%	
Rehabilitation Services Administration								
●	1.1	Number of clients employed for 90 calendar days or more	661	625		504	80.64%	RSA
●	1.2	Number of clients receiving post-secondary education services (including associates, bachelors, and master's degrees) who graduate	0	50		31	62%	RSA
●	1.3	Percent of job placements with Human Care providers achieving	55.9%	60%		37.44%	37.28%	RSA



		employment						
●	2.1	Percent of cases exceeding 90 calendar day Federal timeframe from eligibility to plan development	27%	20%		19.92%	100.38%	RSA
	KPI	Measure Name	FY 2011 YE Actual	FY 2012 YE Target	FY 2012 YE Revised Target	FY 2012 YE Actual	FY 2012 YE Rating	Budget program
●	2.2	Percent of cases where eligibility is determined within 60 calendar days	53.2%	85%		68.14%	80.16%	RSA
●	2.3	Number of Certified Rehabilitation Counselors	14	15		18	120%	RSA
●	3.1	Number of transition students with an IPE	141	200		348	174%	RSA
●	3.2	Number of transition students who exit the system with a successful employment outcome	7	25		8	32%	RSA
●	3.3	# of RSA Referrals	3,060			2,416	Workload Measure	RSA
●	3.4	# of RSA Transition Referrals	432			445	Workload Measure	RSA
●	3.5	# of DDA Clients Served	2,100			2,134	Workload Measure	DDA
●	3.6	# of DDA Applications for Service	172			187	Workload Measure	DDA
●	3.7	RSA Clients Served	8,900			7,422	Workload Measure	DDA
●	3.8	# of DDA Prior Authorizations Processed	1,500			1,570	Workload Measure	DDA
●	3.9	# of DDA Serious Reportable Incidents (SRIs) Requiring Investigation	1,163			1,096	Workload Measure	DDA
●	3.10	# of DDA Provider Certification Reviews (PCR) Conducted	89			89	Workload Measure	DDA



●	3.11	# of DDD Determinations	13,450			14,422	Workload Measure	DDD
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