



## Department of Human Services

### DHS (JA)

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#### MISSION

The mission of the Department of Human Services (DHS) is to coordinate and provide a range of services that collectively create the enabling conditions for economically and socially challenged residents of the District of Columbia to enhance their quality of life and achieve greater degrees of self-sufficiency.

#### SUMMARY OF SERVICES

DHS provides services through the following administrations:

- (1) Income Maintenance Administration (IMA) – makes timely and accurate determinations of eligibility and the amount of assistance for those receiving Temporary Assistance for Needy Families (TANF), Medicaid, Food Stamps and childcare subsidy, and promotes economic independence by helping low-income adults achieve self-sufficiency through employment and work-related activities.
- (2) Family Services Administration (FSA) – helps vulnerable homeless people, adults at risk for abuse or neglect, low-income residents, teenagers, dysfunctional families, and refugees become stable and fully self-sufficient over time through an array of social services, assessments, case management, and crisis intervention services.

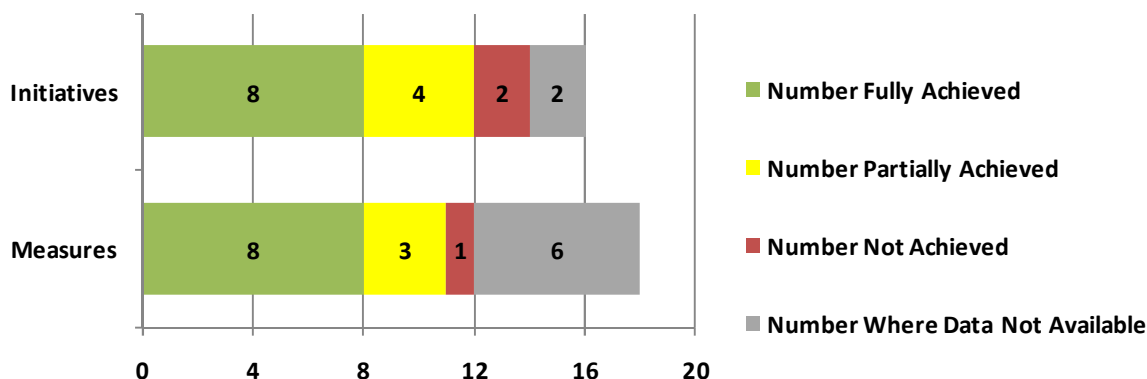
#### AGENCY OBJECTIVES

1. Connect residents with the necessary range of support services that will create the enabling conditions to achieve the greatest possible degree of self-sufficiency.
2. End homelessness in the District of Columbia.
3. Intervene and protect vulnerable residents from abuse, neglect, and exploitation.
4. Ensure system accountability.

#### 3 KEY ACCOMPLISHMENTS

- ✓ Closing DC Village shelter and upgrading the entire homeless shelter system, with a focus on permanent supportive housing.
- ✓ Creating a centralized and more efficient family assessment center for homeless intake.
- ✓ Implementing a Fatherhood Initiative that reconnected over 800 non-custodial fathers with their children.

#### OVERVIEW OF AGENCY PERFORMANCE





## Performance Initiatives – Assessment Details






### Performance Assessment Key:

-  Fully achieved       Partially achieved       Not achieved       Data not reported

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### OBJECTIVE 1: Connect residents with the necessary range of support services that will create the enabling conditions to achieve the greatest possible degree of self-sufficiency.


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-  **INITIATIVE 1.1: Create and implement quality assurance measures.**  
**Partially Achieved.** DHS determined that creating quality assurance measures in a person centric way would include crafting and evaluating person specific, not program specific, measures. In FY08 DHS used the permanent supportive housing (PSH) initiative as model for person-centric program plans and the data gathered from the weekly data tracking reports a basis for the broad vision of how to build, track and evaluate person-centric measures. The broad model for person centric quality assurance measures has yet to be created.
-  **INITIATIVE 1.2: Coordinate support services using case management.**  
**Partially Achieved.** In FY08 DHS set out several discrete examples of comprehensive case management – through the cross agency case review process in the Focused Improvement Areas (FIAs) and the comprehensive case management seen in the PSH initiative (and the PSH request for proposal). The model for broader coordinated support services and supportive technology has yet to be created.
-  **INITIATIVE 1.3: Develop a strategic plan on poverty reduction.**  
**Partially Achieved.** The DHS Director chairs the Poverty Commission. However, the Poverty Commission is still evolving – awaiting appointment of the rest of its membership and having insufficient representation to meet its mandates. The Commission in its current form has analyzed poverty data and began work planning. Separately from the Poverty Commission, DHS has drafted a child poverty plan in conjunction with the Deputy Mayor for Education, UDC, OAG-CSSD, DCPS, DOES, among others.
-  **INITIATIVE 1.4: Provide career training to unemployed individuals targeted at preparing residents for advancement in growth industry jobs.**  
**Not Achieved.** DHS began to coordinate with DOES to implement the initiative, but due to a focus on summer youth employment, DHS and DOES did not move forward with this initiative in FY08.
-  **INITIATIVE 1.5: Expand the utility of the Electronic Benefits Transfer Card.**  
**Not Achieved.** Upon analysis, DHS determined that expanding the DC ONE card to provide increased access to services, and then adding the Electronic Benefits Services (EBT) to the ONE card, would be more efficient than expanding the utility of the EBT card. The utility of the ONE card has yet to be expanded to include EBT.

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### OBJECTIVE 2: End homelessness in the District of Columbia.

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-  **INITIATIVE 2.1: Transition the homeless services programs from an emergency-based system to an approach that provides permanent housing coupled with support services.**  
**Fully Achieved.** In FY08 DHS introduced, adapted and implemented the best-practice permanent supportive housing (PSH) program to the District. DHS, in collaboration with multiple district and local agencies, assessed the most chronically homeless individuals, and located/ secured scattered site housing. In FY08 DHS used local



funding to move 301 of the most chronically homeless individuals into permanent supportive housing through the PSH. DHS partnered with eight case management providers to provide individuals in the PSH program needed case management services.

- **INITIATIVE 2.2: Close DC Village and transform the family shelter system.**  
**Fully Achieved.** DHS closed DC Village on October 1, 2007. In parallel, in FY08 DHS moved 213 homeless families into supportive housing with associated case management. Of the 213 families transitioned from homelessness, all continue to be housed.
- **INITIATIVE 2.3: Decrease chronic homelessness by providing permanent supportive housing.**  
**Fully Achieved.** Adapting a national best-practice tool, the Vulnerability Index, DHS and local providers have assessed over 2,000 of the District's homeless individuals to determine the most chronically homeless. Using the results of this survey, DHS has prioritized those who will receive housing and used local funding to house 301 single individuals in FY08. While waiting for permanent supportive housing, the most vulnerable homeless individuals receive intensive provider outreach.
- **INITIATIVE 2.4: Create a Family Assessment Center.**  
**Fully Achieved.** DHS developed a concept paper, including the design, functions and funding structure for the family assessment center. DHS is continuing to work with OPM to identify a property for this center. Additionally, DHS had begun changes so that in FY09 the Virginia Williams family intake center will be contracted directly through DHS and not TCP.
- **INITIATIVE 2.5: Prevent individuals from becoming homeless.**  
**Fully Achieved.** DHS continues to prevent homelessness through the emergency rental assistance program (ERAP). ERAP reached 3,714 persons in FY08 compared to 3,003 individuals in FY07 – an increase of 24%.

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### **OBJECTIVE 3: Intervene and protect vulnerable residents from abuse, neglect, and exploitation.**

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- **INITIATIVE 3.1: Equip teenage parents to guide their children's positive development.**  
**Fully Achieved.** In FY08 DHS ran two programs for teen parents. The New Heights Program focused on educating and supporting teen parents in DCPS and its classes reached 280 students in FY08. Another program, through the Family Services Administration, focused on teen parenting skills. In addition, DHS grantees provided pregnancy prevention efforts.
- **INITIATIVE 3.2: Re-connect non-custodial fathers.**  
**Partially Achieved.** DHS secured a federal grant and brought on 38 non-profits as grantees to implement a fatherhood project. The project reconnected over 800 fathers with their families in the program's first year; however, the FY08 goal was to reconnect 1000 fathers. The project has also provided employment opportunities, financial and social services assistance.
- **INITIATIVE 3.3: Provide community family visitors for vulnerable adults in their homes.**  
**Dropped due to Unforeseen Circumstances.** DHS decided not to move forward with this initiative because it did not fit with APS protocols. Specifically, it did not appear popular with clients and presented confidentiality issues around the sharing of private information about vulnerable or potentially vulnerable adults.



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**OBJECTIVE 4: Ensure system accountability.**

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- **INITIATIVE 4.1: Improve food stamp eligibility determinations.**  
**Fully Achieved.** DHS improved the food stamp error rate from 8.43% in FY07 to 6.90% in FY08<sup>1</sup> by redesigning the business process at the IMA service centers and instituting a blitz case review campaign to speedily and accurately review incoming applications. Instituting an online case narrative in ACEDS system data management system also allowed for increased quality control.
  
- **INITIATIVE 4.2: Improve the invoicing process for child care providers to accurately determine reimbursement.**  
**Dropped due to Unforeseen Circumstances.** This program was transferred from DHS to OSSE.
  
- **INITIATIVE 4.3: Improve the eligibility system and increase the ability to analyze the eligibility determination for Medicaid and Alliance enrollment.**  
**Fully Achieved.** IMA provided enhanced eligibility and verification training for Medicaid and Food Stamps programs in 23 trainings conducted in FY08. Trainings targeted verification of residence, cross state database matches, timely transfers to Medicaid and Medicare and targeted outreach to the homeless population.

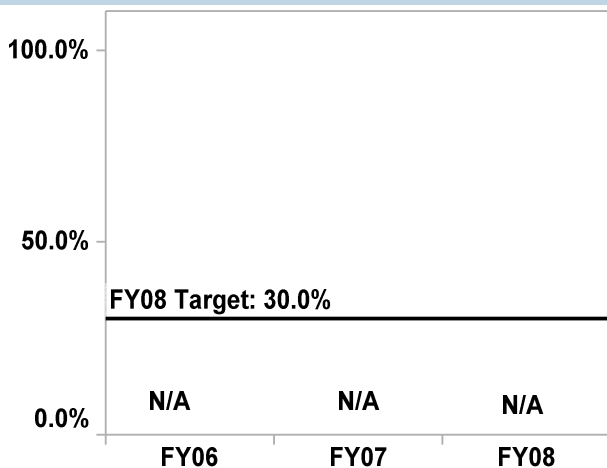
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<sup>1</sup> Reported Oct - June 2008, as of October 22, 2008. There is a ~4-6 month lag between the cases reviewed, errors reported, and the final annualized error rate



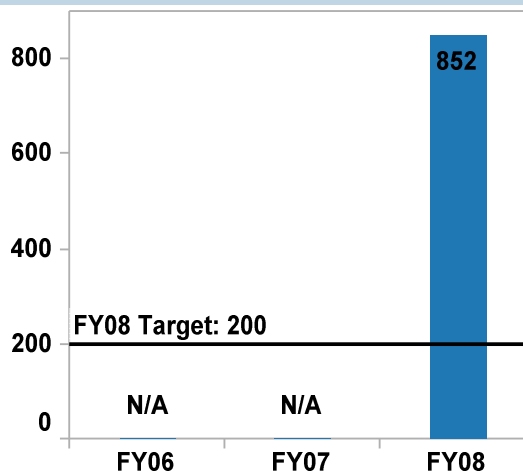
## Key Performance Indicators – Highlights

From Objective 1: % of TANF Part. Who Obtained Employment & Child Care Sub.



DATA NOT REPORTED

From Objective 3: # of Non-Cust. Dads Recon. With Their Children



FULLY ACHIEVED

### More About These Indicators:

#### *How did the agency's actions affect this indicator?*

- Connected employment program participants with child care subsidies.
- Increased the number of work placements and the length of time the participants are able to retain employment.

#### *What external factors influenced this indicator?*

- Weak job market for unskilled, ill-prepared citizens, particularly young parents.
- Higher than average unemployment rate, relative to the national average.
- Parents' ability and desire to obtain and retain employment.

#### *How did the agency's actions affect this indicator?*

- Office of Grants Management (OGM) secured a federal grant of \$10M.
- OGM selected and qualified 38 non-profit organizations as grantees.
- Reconnected over 800 fathers with families in the 1<sup>st</sup> year of the 5-year grant period.
- Provided employment opportunities, financial and social services assistance.

#### *What external factors influenced this indicator?*

- The high incidence of custodial parents rejoining the general community without marketable job skills.
- Several of the grantees offered clinical social worker counseling and case management that specifically addressed feelings of guilt and inadequacy that were obstructing family and progress.



## Key Performance Indicators – Details

**Performance Assessment Key:**

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

	FY06 Actual	FY07 Actual	FY08 Target	FY08 Actual	FY09 Projection
<b>OBJECTIVE 1: Connect residents with the necessary range of support services that will create the enabling conditions to achieve the greatest possible degree of self-sufficiency.</b>					
<span style="color: gray;">●</span> % of TANF Employment Program (TEP) participants that have obtained employment who were recipients of child care subsidies . . . . .	N/A	N/A	30%	N/A	35%
<span style="color: gray;">●</span> % of TEP participants that have obtained employment . . . . .	N/A	40%	40%	N/A	40%
<span style="color: gray;">●</span> % of eligible children placed in subsidized child care facilities . . . . .	73.5%	65.0%	70.0%	---	70.0%
<span style="color: gray;">●</span> % of children receiving early intervention services. . . . .	92.4%	98%	90%	---	90%
<span style="color: green;">●</span> # of TANF longstayer cases, referred by the Income Maintenance Administration to Family Services Administration/Strong Families Program Division (determine clinical challenges and social barriers to training and/or employment) and provided case management services. . . . .	N/A	N/A	45	100	50
<span style="color: gray;">●</span> % of children identified by ECEA that have current Individualized Family Service Plans that identify family needs . . . . .	77.9%	77.0%	75.0%	---	75.0%
<span style="color: yellow;">●</span> % of families receiving homeless services enrolled in centralized Case Management services . . . . .	N/A	N/A	50%	46%	50%
<span style="color: green;">●</span> % of Income Maintenance Administration (IMA) Individual Plans for Employment (IPE) completed with service needs appropriately identified . . . . .	99.9%	100%	99.0%	99.0%	99.0%
<b>OBJECTIVE 2: End homelessness in the District of Columbia.</b>					
<span style="color: yellow;">●</span> % of single adults receiving homeless services enrolled in Case Management/Supportive Services who obtain improved housing . . . . .	N/A	19%	15%	13%	20%
<span style="color: yellow;">●</span> % of families receiving homeless services enrolled in centralized Case Management Services that obtain improved housing . . . . .	N/A	N/A	50%	48%	55%
<span style="color: green;">●</span> % of families moved from DC Village that are transitioned into permanent housing or transitional housing . . . . .	N/A	N/A	50%	97%	N/A
<span style="color: green;">●</span> % of families moved from DC Village that do not reenter emergency homeless system from transitional or permanent housing . . . . .	N/A	N/A	95%	100%	N/A
<span style="color: green;">●</span> # of individuals and families moved from street & shelters into transitional or permanent supportive housing . . . . .	N/A	350	525	779	850



## Key Performance Indicators – Details

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 ● Partially achieved     
 ● Not achieved     
 ● Data not reported

	FY06 Actual	FY07 Actual	FY08 Target	FY08 Actual	FY09 Projection
<b>OBJECTIVE 3: Intervene and protect vulnerable residents from abuse, neglect, and exploitation.</b>					
<span style="color: green;">●</span> # of non-custodial fathers that are reconnected with their children through the efforts of the DC Fatherhood Initiative . . . . .	N/A	N/A	200	852	220
<span style="color: green;">●</span> % of teens that participate in the teen parenting classes . . . . .	N/A	N/A	20%	21%	25%
<span style="color: red;">●</span> # of vulnerable adults who have had reported and substantiated instances of abuse, neglect, or self-neglect that receive personal aides . . . . .	N/A	N/A	30	90	40
<b>OBJECTIVE 4: Ensure system accountability.</b>					
<span style="color: green;">●</span> % of Medicaid eligibility determinations finalized within 75 days . . . . .	99%	99%	99%	99%	99%
<span style="color: gray;">●</span> % reduction in the FY07 food stamp error rate . . . . .	N/A	N/A	N/A	1.8%	N/A