



Department of Human Services DHS (JA)

MISSION

The Department of Human Services provides services that enhance self sufficiency and quality of life for economically and socially challenged residents.

SUMMARY OF SERVICES

DHS services are provided by the following administrations: (1) Income Maintenance Administration (IMA) – determines eligibility and the amount of assistance for those receiving Temporary Assistance for Needy Families (TANF), Medical Assistance, Food Stamps and the childcare subsidy, and helps low-income adults achieve self-sufficiency through employment and work-related activities. IMA also administers the Burial Assistance program, Interim Disability Assistance and General Children’s Assistance. (2) Family Services Administration (FSA) – helps vulnerable homeless people, adults at-risk for abuse or neglect, low-income residents, teenagers, families in crisis, and refugees to become fully self-sufficient through an array of social services, assessments, and case management.

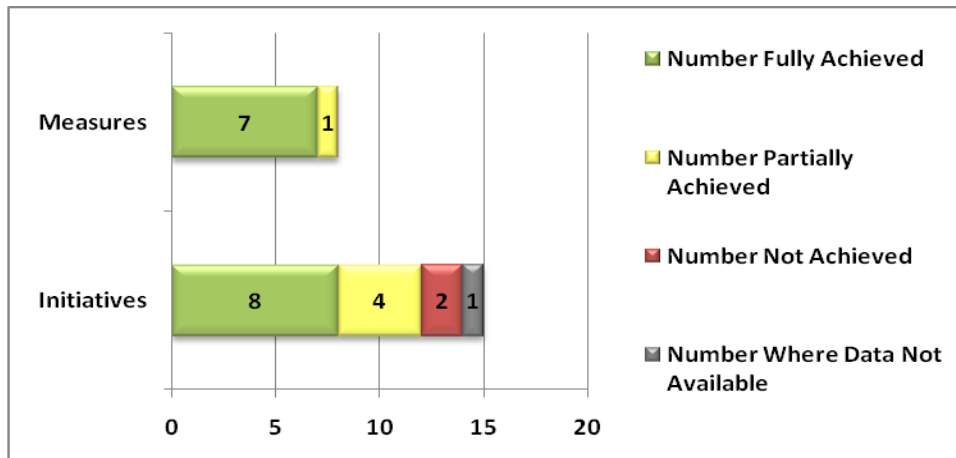
AGENCY OBJECTIVES

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 ease of use, coordination, accountability and efficiency in the eligibility determination system.

ACCOMPLISHMENTS

- ✓ Implemented the Permanent Supportive Housing Program (PSHP) to provide permanent housing and support services for chronically homeless individuals and families.
- ✓ Reduced the number of IMA service centers and implemented business process changes to create efficiencies that improve customer service.
- ✓ Reduced the Food Stamp error rate. Retrained staff in Food Stamp policy, reengineered business processes, increased tracking and monitoring, and executed a root cause analysis.

OVERVIEW OF AGENCY PERFORMANCE





Performance Initiatives – Assessment Details

Performance Assessment Key:

-  Fully achieved  Partially achieved  Not achieved  Data not reported

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.

INITIATIVE 1.1: Reduce poverty in the District of Columbia.

- DHS is working to reduce poverty by improving the quality and access of programs that address the benefits, services, training and educational needs of residents below the federal poverty level (FPL). As DHS re-engineers its information systems, it will have the capacity to measure increases in household income and service delivery. DHS is not able to capture this data for FY2009.

INITIATIVE 1.2: Provide support services using case management.

- DHS provides supportive services using case management in numerous programs including, but not limited to, Homeless Services, Adult Protective Services, Teen Pregnancy Prevention, Strong Families, and TANF Employment programs.

INITIATIVE 1.3: Provide interagency leadership for the Focused Improvement Area (FIA) Initiative by providing measurable action steps and goals for FIA locations.

- DHS co-leads FIAs with MPD providing measurable action steps and goals for FIA locations and ensuring proper follow through for tasks. In order to achieve such goals, DHS accepts cases through the FIA process, conducts initial reviews of completed assessments to determine proper referrals and linkages, facilitates necessary referrals and ensures connections to services that are needed by residents within each FIA location. In FY 09, a total of 165 FIA assessments were administered; of that total number 154 (93%) assessments were completed and those individuals/families were linked to the proper services.

INITIATIVE 1.4: Establish an economic development pipeline for employment opportunities.

- DHS worked with contractors that support the TANF employee program and instructed them on the priority areas for employment (hospitality, construction trades, weatherization, administrative, technical, allied health and green jobs). As a result, DHS identified, trained and employed its clients in these highlighted areas.

OBJECTIVE 2: END HOMELESSNESS IN THE DISTRICT OF COLUMBIA

INITIATIVE 2.1: Transition the homeless services programs from an emergency based system to an approach that provides permanent housing coupled with support services.

- DHS made significant progress in FY 2009 in transforming homeless services. DHS added more than 500 placements in permanent supportive housing and worked with community



stakeholders and the DC Interagency Council on Homelessness (ICH) to develop and begin the implementation of policy recommendations to enhance shelter capacity without increasing shelter beds by improving access to transitional programs, housing placements, and services more generally. The homeless services system transformation is a multi-year endeavor that has evolved to accommodate increased demands for services during the economic recession and add new programs such as the ARRA funded Homelessness Prevention and Rapid-Rehousing program.

INITIATIVE 2.2: Complete the closure of Franklin Shelter and residual tasks, including the transition of residents to newly acquired transitional and permanent housing.

- DHS placed residents of the Franklin Shelter in appropriate programs (e.g., permanent supportive housing, transitional, temporary programs, and facilitated positive exits from homeless services). As a result, 91 chronically homeless individuals in Franklin Shelter transitioned to the permanent supportive housing program.

INITIATIVE 2.3: Create a Family Assessment Center.

- The creation of a Family Assessment Center is on hold due to funding constraints.

OBJECTIVE 3: INTERVENE, PROTECT AND GROW THE CAPACITY OF DISTRICT RESIDENTS VULNERABLE TO ABUSE, NEGLECT, AND EXPLOITATION.

INITIATIVE 3.1: Equip teenage parents to guide their children's positive development.

- DHS has supported over 400 teen parents, through case management and connections to individualized services that support parenting and self sufficiency. In addition, 360 (90%) teen parents were assessed to be in suitable living situations and 125 (34%) were assisted with matriculation into a post secondary institution or trade program.

INITIATIVE 3.2: Re-connect non-custodial fathers.

- Through the DC Fatherhood Initiative, DHS connected 439 non-custodial fathers with their children during FY 2009. Efforts to reconstruct the Fatherhood Initiative caused a delay in the implementation of the program, since approval from the Federal government was required and not gained until March 2009. Consequently, final performance outcomes were impacted.

INITIATIVE 3.3: Provide community family visitors for vulnerable adults in their homes.

- This initiative has been eliminated due to the challenges associated with the confidential nature of the relationship between clients and service providers. These challenges eliminate the ability to align clients with volunteers without client consent.

OBJECTIVE 4: ENSURE EASE OF USE, COORDINATION, ACCOUNTABILITY AND EFFICIENCY IN THE ELIGIBILITY DETERMINATION SYSTEM.

INITIATIVE 4.1: Redesign the eligibility determination process.

- DHS is in the process of redesigning the eligibility determination process to create more access points and improve connections to benefits and services. This is an ongoing, multi-year process. To date, DHS has conducted an organizational effectiveness assessment, initiated the Jacks-Fogle legislation and produced a Request for Proposal (RFP) to develop a Document Imaging Management System.



INITIATIVE 4.2: Develop the prototype of a single eligibility determination engine.

DHS facilitated demonstrations of multiple providers of commercial off the shelf products for the Technology Investment Review Board (TIRB). This software provides a suite of products, including eligibility determination services and a case management platform. DHS participated in testing three commercial products, to evaluate if their functionality met the program needs. This includes business requirements, rules engine, data mining and analytics. A gap analysis of the business process requirements was completed for the intake process, which described case banking and additional potential changes. DHS is negotiating a donation of software from the Oracle Corporation to develop the prototype of a single eligibility determination engine.

INITIATIVE 4.3: Develop an HHS-connected services hub.

DHS and the Microsoft Foundation completed an analysis of the Health and Human Services cluster's technological infrastructure and data needs, the TIRB completed a survey to ascertain common data elements in preparation of the combined data system. This initiative includes the submission of legislation which will authorize the creation of the combined data system.

INITIATIVE 4.4: Improve food stamp eligibility determinations.

DHS has worked diligently to improve Food Stamp eligibility by retraining its staff in Food Stamp policy, performing business process reengineering, increasing its tracking and monitoring of activities and collaborating with consultants to perform root cause analysis. As a result, there was a dramatic reduction in the error rate. In addition, DHS has received performance bonuses from the Food and Nutrition Services for its improvement in timelines and program access.

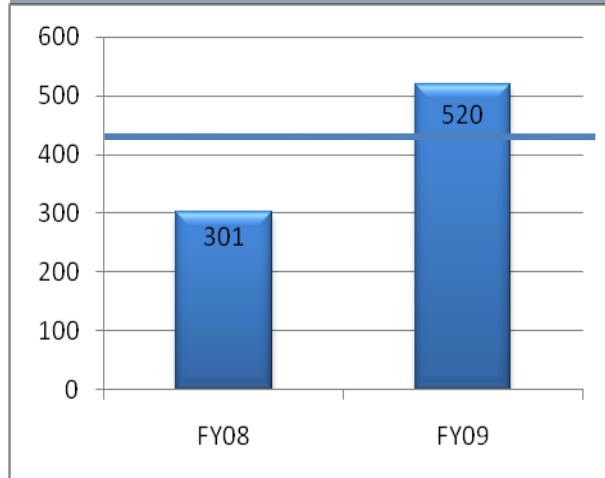
INITIATIVE 4.5: Increase ability to analyze the eligibility determination for health insurance benefits enrollment.

DHS worked with the Department of Health Care Finance on amended procedures to improve the eligibility determination process for DC Healthcare Alliance enrollment. The new process was implemented on September 1, 2009. This includes the implementation of a Residence Form that potential clients must provide if they lack the requisite identification. In addition, DHS is performing regular audits on DC Healthcare Alliance.



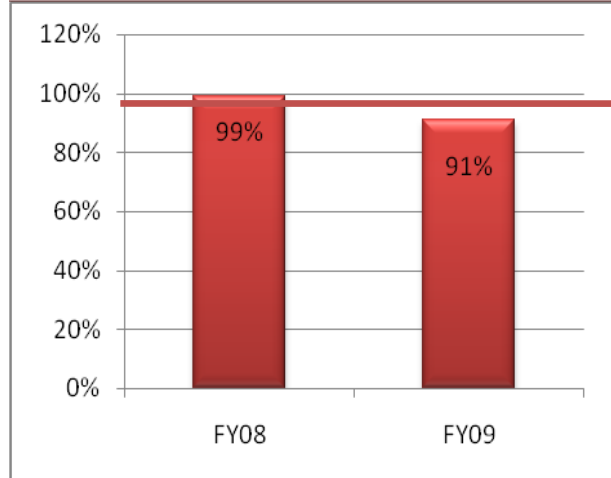
Key Performance Indicators – Highlights

From Objective 1: Number of formerly homeless single adults receiving supportive housing and case management



FULLY ACHIEVED

From Objective 1: Percent of Medicaid eligibility determinations finalized within 40 days



PARTIALLY ACHIEVED

More About These Indicators:

How did the agency's actions affect this indicator?

- DHS expanded transitional housing placements and launched the Housing First Initiative for individuals and families. Both initiatives provide intensive case management services.

What external factors influenced this indicator?

- DHS intended to enhance case management services in temporary shelters for families. Due to funding constraints, DHS was unable to do so.

How did the agency's actions affect this indicator?

- DHS implemented a Case Banking team approach to case interviewing and processing, which allows for faster processing of new applications once all required information is submitted.

What external factors influenced this indicator?

- In 2006 IMA took over the DC Health Care Alliance program which increased the medical assistance caseload by 55,000 customers in 2009.



Key Performance Indicators – Details

Performance Assessment Key:

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

	Measure Name	FY2008 YE Actual	FY2009 YE Target	FY2009 YE Actual	FY2009 YE Rating	Budget Program
●	1.1 % of TEP participants that have obtained employment	44%	45%	45%	100%	INCOME MAINTENANCE
●	1.2 % of families receiving homeless services enrolled in person-centric Case Management services	46%	85%	80%	94.12%	FAMILY SERVICES
●	2.1 # of formerly homeless single adults receiving supportive housing and case management	301	400	520	130%	FAMILY SERVICES
●	2.2 # of formerly homeless families receiving supportive housing and case management	213	100	275	275%	FAMILY SERVICES
●	2.3 % of families moved from DC Village that do not reenter the emergency homeless system from permanent housing	97%	95%	100%	105.26%	FAMILY SERVICES
●	3.1 # of seniors that have had reported instances of abuse, neglect, or self-neglect that subsequently receive personal aide services	90	75	109	145.33%	FAMILY SERVICES
●	4.1 % Medicaid eligibility determinations finalized within 45 days	99%	90%	91.27%	101.41%	INCOME MAINTENANCE
●	4.2 % reduction in the FY 2007 food stamp error rate	2.14%	1.75%	2.17%	124%	INCOME MAINTENANCE