



Department of Human Services DHS (JA)

MISSION

The mission of the District of Columbia Department of Human Services (DHS), in collaboration with the community, assists low-income individuals and families to maximize their potential for economic security and self-sufficiency.

SUMMARY OF SERVICES

The mission of DHS is achieved via the following agency programs: Agency Management – provides for administrative and operational support to achieve programmatic results. Family Services Administration-Homeless Services – provides a continuum of services to individuals and families who are homeless or at risk of homelessness, so that they can obtain and/or maintain improved housing; Family Services – provides social services, case management and crisis intervention to meet the needs of vulnerable adults and families with children; Economic Security Administration Income Assistance Services–Administers the Temporary Assistance for Needy Families (TANF) program, which provides temporary income support assistance for low-income families while helping them improve their long-term employability and achieve family-sustaining income; Administers the Food Stamp program, which is designed to provide supplemental nutrition assistance to individuals and families in need, and support their return to long-term employability; and Administers the District of Columbia Interim Disability Assistance program, which provides assistance to Supplemental Security Income (SSI) applicants pending SSI determination. Eligibility Determination Services – Determines eligibility for the District of Columbia’s child care subsidy program and an array of Federal and District medical assistance programs, including Medicaid, Children’s Health Insurance Program (CHIP), D.C. Healthcare Alliance Program.

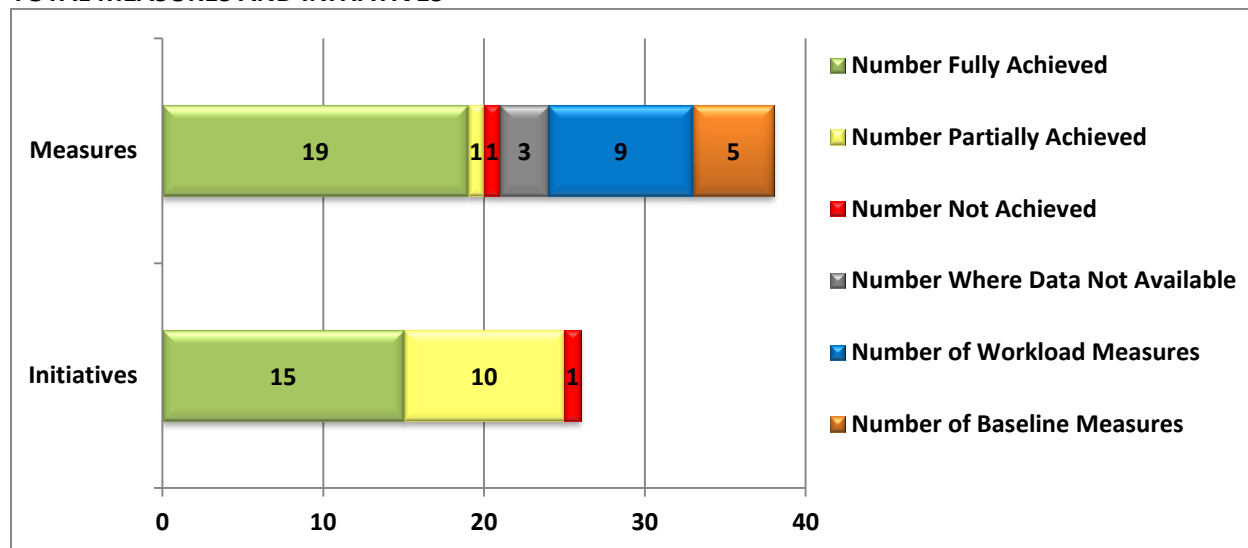
ACCOMPLISHMENTS

- ✓ Advanced Planning Document submitted to Federal government to acquire hardware necessary for integrated benefit acquisition
- ✓ Implementation of the Homeless/TANF Integration Initiative.
- ✓ DHS employed 12 new TANF providers-will serve 5000

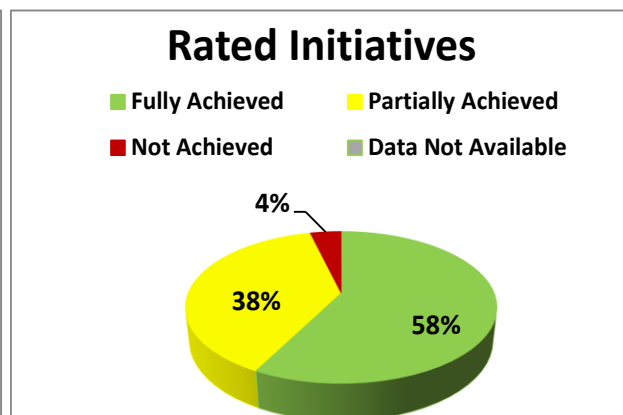
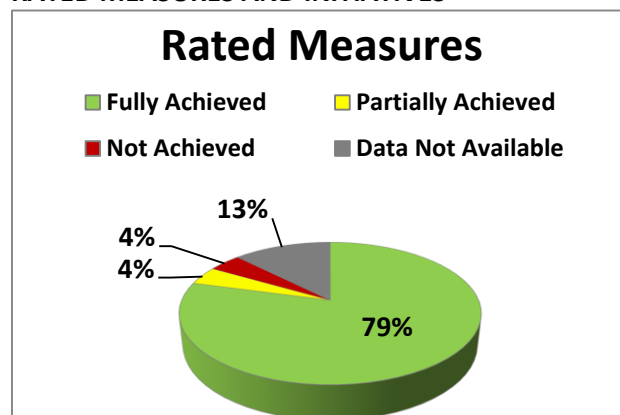


OVERALL OF AGENCY PERFORMANCE

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: Continue the re-engineering of the physical, technological and labor force structure of the Department of Human Services (DHS) to serve District residents more efficiently and effectively

INITIATIVE 1.1: Submit an advance planning document (APD) to the federal government for the software and hardware necessary for an integrated benefit acquisition system.

 **Fully Achieved.** The Advanced Planning Document (APD) was submitted and approved by the federal government. Using these funds (\$76 million), DHS along with Department of Health Care Finance; Department of Insurance Securities and Banking; and Office of the Chief Technology Officer is in the process of contracting a system integrator to implement the consolidated health and human services eligibility, enrollment and case management system. The first product of this new system will be an online application for District residents to apply for health insurance as mandated by the 2010 Affordable Care Act.


OBJECTIVE 2: Maintain and publish a directory of health and human services resources for the District of Columbia.

INITIATIVE 2.1: Join the National Capital Region AIRS resource directory

 **Partially Achieved** In FY 12, DHS migrated the existing 'Answers Please' 211 health and human services resource guide to iCarol using standard taxonomy in-use by other entities in the region. The new system is in use by the Office of Unified Communication Center as well as available online at DC.gov

OBJECTIVE 3: Implement risk identification strategies to enhance agency operations and service delivery.

INITIATIVE 3.1: Develop a comprehensive Risk Management Assessment

 **Not Achieved.** DHS is currently in the process of hiring a Chief for the Office of Program Monitoring and Investigation (OPRMI), and developing a Quickbase application that will identify and track areas of risk and mitigation.



OBJECTIVE 4: Enhance administrative functions and oversight

INITIATIVE 4.1: Streamline the internal interagency agreement process

Partially Achieved. In FY 12, DHS redesigned and piloted the internal agreement and approval process to ensure that all interagency agreements were developed and processed efficiently and in a timely manner. As a result of the pilot, it was apparent that adjustments are required, and the agency is currently readjusting the process to ensure that it fits the needs of the DHS employees.

Economic Security Administration

OBJECTIVE 1: Implement system improvements to facilitate an integrated approach to service delivery.

INITIATIVE 1.1: Implement Phase III of the Document Imaging management System (DIMS) and maintain the newly acquired web-based and document imaging technology.

Partially Achieved. DHS hired a records manager to maintain the newly acquired web-based and document imaging technology. However phase III was not achieved due to the lack of available funding. DHS is currently in the process of identifying additional options in order to ensure that this Initiative is completed in FY13.

INITIATIVE 1.2: Develop, test and implement a plan to provide integrated case management services to improve stability of families in crisis and improve outcomes.

Partially Achieved: In FY12, DHS formed a partnership with CFSA in which CFSA is case managing TANF customers who are also known to their system. The CATCH system, developed by DHS, is being used to case manage those customers. This partnership is designed around warm handoffs, and has the capacity to scale to other agencies and community organizations serving TANF customers. Additionally, DHS is working with DMH to set up a similar relationship.

INITIATIVE 1.3: Implement the new TANF Employment Program, by providing a comprehensive assessment, orientation, and personalized referrals to both new contracted providers

Fully Achieved: In FY12, DHS employed 12 new TANF Employment Program providers which will assist approximately and additional 5,000 clients. Additionally, all customers received orientations and assessments at the Office of Work Opportunity, within DHS/ESA. No customer is referred to a TEP provider or a sister organization without an orientation or assessment.



OBJECTIVE 2: Streamline ESA center operations and improve quality assurance.

INITIATIVE 2.1: Continue to improve accuracy of food stamp eligibility determinations.

Fully Achieved: DHS recorded the third straight year of achieving a Food Stamp error rate below the national average. The FY12 rate (through May, 2012) is 3.22%. This percentage is considerably lower as DHS had a high of over 8% only 4 years ago.



INITIATIVE 2.2: Redesign the eligibility determination process.

Partially Achieved: In FY 12, DHS made substantial modifications to the eligibility process. Due to health care reform an entirely new automated eligibility system, DC CAS, is being developed. This will provide for automated customer access, a robust phone center, and significantly increased automation.



INITIATIVE 2.3: Implement changes to the D.C. HealthCare Alliance program.

Fully Achieved: In FY 12, DHS implemented a change to the DC Health Care Alliance program which included the requirement that all Alliance customers recertify every 6 months.



OBJECTIVE 3: Re-align ESA staff to better serve customer needs.

INITIATIVE 3.1: Develop a cadre of case coordinators to work with the highest risk clients.

Partially Achieved: DHS hired over 20 new staff for the Office of Work Opportunity (OWO). The role is two-fold: 1) to assess the TANF customers, and 2) provide case coordination for high risk TANF customers. Presently the staff are fully engaged in assessing all customers who have not yet been assessed. High risk customers are being referred to Strong Families for case management. In FY 13, once, the assessments are completed, the OWO staff will pivot to supporting customers with case coordination.



INITIATIVE 3.2: Develop and implement a staff realignment plan.

Fully Achieved: DHS has redesigned staff to meet the need of DCAS and the TANF Redesign. New hires as well as reassignment of existing positions will continue as DCAS is implemented and the staff needs evolve.



OBJECTIVE 4: Implement TANF, Medical Assistance and Food Stamp policy changes to improve integrity, access and program efficiency.

INITIATIVE 4.1: Implement the customer's TANF orientation and preliminary assessment as a condition of TANF eligibility.

Partially Achieved: DHS hired over 20 new staff for the Office of Work Opportunity (OWO). The role is two-fold: 1) to assess the TANF customers, and 2) provide case coordination for high risk TANF customers. Presently the staff are fully engaged in assessing all customers who have not yet been assessed. High risk customers are being referred to Strong Families for case management. In FY 13, once, the assessments are





completed, the OWO staff will pivot to supporting customers with case coordination

INITIATIVE 4.2: Implement revised policies and procedures to better support the personal responsibility goals of TANF.

Partially Achieved: In FY 12, DHS made major progress in the TANF redesign. From new providers and new relationships with sister agencies, along with the advent of an in-house orientation and assessment, much has been accomplished. However, DHS is still waiting on District Council to approve the sanction regulations, which will help provide incentive to customers in achieving their respective goals. DHS anticipates continued refinement in the TANF policies and procedures and outcomes are analyzed.

Family Services Administration

OBJECTIVE 1: Reduce homelessness in the District of Columbia.

INITIATIVE 1.1: Continue the Permanent Supportive Housing Program (PSH).

Fully Achieved. In FY12, DHS increased the number of households participating in PSH from 1,284 to 1,358. DHS increased its portfolio by adding 3 site-based PSH programs to serve 61 households specifically targeting women and families. DHS maintained an overall retention rate of 92% for those households that have been housed in PSH for a year or more.

INITIATIVE 1.2: Continue the Homeless Prevention and Rapid Re-housing Program (HPRP).

Fully Achieved. Through its Emergency Rental Assistance Program (ERAP) and its Homeless Prevention and Rapid Re-housing Program (HPRP), DHS committed \$9.5 million to homeless prevention assistance and re-housing assistance. In FY12, DHS successfully prevented 3,121 households from becoming homeless.

INITIATIVE 1.3: Continue the Permanent Supportive Housing Program for Veterans (PSHV).

Fully Achieved. In FY12 DHS maintained housing stabilization for 205 formerly homeless veterans using HUD-VASH vouchers. The DHS HUD-VASH clinical team consistently provided case management and other supportive wrap-around services to program participants throughout the year. Any housing vacancies that occurred during this period by a veteran exiting the program were rapidly filled by a new chronically homeless veteran.

INITIATIVE 1.4: Enhance services provided at the Family Assessment Center.

Partially Achieved. In FY12, the ESA and FSA Administrations collaborated to develop and plan the implementation of the DHS Director's Homeless/TANF Integration Initiative. This new Initiative will allow Virginia Williams Family Resource Center (VWFRC) to serve as the central intake for homeless families; provide on-site eligibility



determinations for ESA entitlement benefits and an initial comprehensive assessment to determine housing and other service needs. On October 1st, the first phase of this Initiative was implemented allowing ESA and FSA services to co-locate at the VWFRC in anticipation of the FY12 hypothermia season. Plans were completed and renovations began on a building to house the VWFRC at a new site. The new site, located at 33 N Street NE, will allow for increased staffing, and further expansion and integration of service provisions to address the needs of vulnerable families.

OBJECTIVE 2: Reduce status offenses (truancy, running away, curfew violations, and extreme disobedience) in the District of Columbia

INITIATIVE 2.1: Continue implementation of the PASS program.

Fully Achieved. In FY12, PASS was at program capacity nearly the entire year, and PASS staff worked with 157 youth (and their families). Fifty-seven cases were closed successfully (up from 46 in FY11) due to reduced status offenses. In September of 2012, PASS expanded its capacity and breadth of services for at-risk youth by training seven staff to become certified functional family therapy (FFT) providers. PASS now offers intensive case management as well as evidence-based, in-home family therapy.

INITIATIVE 2.2: Secure ongoing funding for the Parent and Adolescent Support Services (PASS) program, the city's status offender diversion program for youth

Fully Achieved. In FY12, PASS was funded solely through a \$470,000 grant from the Justice Grants Administration (JGA). In FY13, PASS will be funded through a combination of a JGA grant of \$235,000, with the remainder supported by the Department of Human Services' local budget.

OBJECTIVE 3: Provide assessment, intervention, stabilization and referral services for families in crisis through the Strong Families Program.

INITIATIVE 3.1: Administer critical support services to approximately 900 families in crisis.

Fully Achieved. Through its Strong Families Program, DHS significantly exceeded its goal to provide critical support services to 1,000 families. In FY12 DHS provided 1,688 families with crisis intervention services including utility assistance to more than 600 families, and burial assistance support to nearly 200 families. In addition, Strong Families staff monitored, provided crisis intervention, counseling, referral and coordination of services to over 200 families placed in hotels during the hyperthermia season.

INITIATIVE 3.2: Provide crisis intervention, assessments, and stabilization and referral services to DC residents during emergency situations.

Fully Achieved. DHS provided counseling and crisis intervention services to over 125 families displaced by fire, building closures, or natural disasters in FY12. For example



Strong Families supported families residing in Wards 5, 7 and 8, who for several days were affected by an electric power failure by providing emergency shelter at local recreation centers, food and water.

INITIATIVE 3.3: Collaborate with ESA for the Temporary Assistance to Needy Families (TANF) Redesign and Sweat Equity program

Fully Achieved. In FY12 DHS provided case management services to 125 families who receive TANF benefits and whose ability to obtain employment are affected by mental illness or chronic diseases. Through its Strong Families Program, DHS monitored families' compliance with treatment plans, and medication adherence to promote positive health outcomes, maintain stability in the community, and prepare families to attain gainful employment. The DHS Sweat Equity Program is in its final stage, and is currently determining what families will move into apartment units following completion of construction.



OBJECTIVE 4: Intervene to protect District residents who are vulnerable to abuse, neglect and exploitation and promote positive youth development and growth despite current challenges and circumstances.

INITIATIVE 4.1: Assess and implement a stabilization plan for teen parents

Fully Achieved. In FY12 the Teen Parent Assessment Program (TPAP) successfully established Individual Responsibility Plans for 100 % of teen participants. In addition, TPAP provided participants with intensive case management services to support their achievement of educational services goals. TPAP also connected and referred program participants who do not reside with their parents to services that increase stability and self-sufficiency. TPAP staff promoted prevention of teen pregnancy by conducting workshops in local schools and recreational centers on prevention, abstinence and safe sex initiatives, social skills and parenting skills.



INITIATIVE 4.2: Successfully divert and provide services to families through the Child and Family Services Agency (CFSA) Differential Response Team.

Fully Achieved. In FY12 DHS successfully diverted and provided comprehensive services to all families referred by the CFSA Differential Response Team. Through its Strong Families Program, DHS delivered case management, crisis intervention and diversion services to families. Nearly 100% of families referred by CFSA successfully achieved the goals and objectives established within their case management plans.



INITIATIVE 4.3: Investigate, assess and provide services for vulnerable adults at risk of abuse, neglect, and exploitation through Adult Protective Services (APS)

Partially Achieved. The Adult Protective Services (APS) Program investigated 956 cases in FY 12. Adult Protective Services succeeded in its goal to ensure that at least 95% of referrals where initial client contact and investigations take place within 10 business





days. Virtually all claims of abuse were investigated within APS' 10 business day statutory requirement. APS was also successful in fully achieving its third metric, wherein all (100%) emergent and immediate risks were mitigated prior to case closure. Both metrics were achieved through the implementation of strategies that involved tracking and supervision that assisted staff in meeting timelines, as well as increased collaborations with community-based resources. However, DHS fell short in achieving its second metric wherein the expectation was to substantiate, mitigate close or transfer to the Continuing Services Cluster within sixty working days.



Key Performance Indicators – Assessment Details

Performance Assessment Key:

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

	KPI	Measure Name	FY2011 YE Actual	FY2012 YE Target	FY2012 YE Revised Target	FY2012 YE Actual	FY2012 YE Rating	Budget Program	
Economic Security Administration									
	●	2.1	Food Stamp error rate %	2.6	4	4	2.95%	135.75%	INCOME MAINTENANCE
	●	2.2	Average monthly % of work eligible clients meeting full work participation requirements	9.5	9	9	5.78%	64.19%	INCOME MAINTENANCE
	●	2.3	% of new TANF or recertifying applicants who completed their preliminary assessment and orientation from the date of implementation	0	80	80	No data reported	Not Rated	INCOME MAINTENANCE
	●	2.4	% of work eligible TANF recipients assigned to a TEP vendor with zero work participation hours who have not been sanctioned	0	4	4	0%	108683%	INCOME MAINTENANCE
	●	2.5	% of new Alliance recipients who provided DC residency	100	100	100	100%	100%	INCOME MAINTENANCE
	●	2.6	% of vendor assigned not-employed TANF customers who meets his/her full monthly work participation requirements	0	26	26	22.21%	Baseline Measure (Not rated)	INCOME MAINTENANCE



	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
●	2.7	% of customers placed by "Job Placement" provider in unsubsidized employment	0	9	9	10.44%	Baseline Measure (Not rated)	INCOME MAINTENANCE
●	2.8	% of customers placed by "work readiness" provider in unsubsidized employment	0	6	6	5.94%	Baseline Measure (Not rated)	INCOME MAINTENANCE
●	2.9	% of customers placed in unsubdized employment by "job placement" provider who meets his/her full monthly work participation requirements	0	50	50	61.11%	Baseline Measure (Not rated)	INCOME MAINTENANCE
●	2.1	% of customers placed in unsubdized employment by "work readiness" provider who meets his/her full monthly work participation requirements	0%	45%	45%	67.55%	Baseline Measure (Not rated)	INCOME MAINTENANCE
Family Services Administration								
●	2.1	# of youth engaged in the Parent Adolescent Support Services (PASS)	156	150	150	131	87.33%	FAMILY SERVICES
●	5.1	# of formerly homeless individuals receiving housing and supportive services through the Permanent Supportive Housing Program	814	863	863	3381	391.77%	FAMILY SERVICES



	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
●	5.2	# of formerly homeless families receiving housing and supportive services through the Permanent Supportive Housing Program	250	265	265	1,059	399.62%	FAMILY SERVICES
●	5.3	% of participants in the Permanent Supportive Housing Program that were housed in the prior two fiscal years that maintain housing in the current fiscal year.	85	92	92	85.78%	93.24%	FAMILY SERVICES
●	5.4	# of households provided homeless prevention resources through the HPRP	100	70	70	186	265.71%	FAMILY SERVICES
●	5.5	# of households provided rental subsidies through the HPRP	150	50	50	203	406%	FAMILY SERVICES
●	5.6	# of homeless veterans who receive housing and supportive services through the Permanent Supportive Housing for Veterans Program	197	205	205	799	389.76%	FAMILY SERVICES
●	5.7	# of homeless seniors who receive housing and supportive services through the special populations initiative	23	25	25	98	392%	FAMILY SERVICES



	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
●	6.1	# of families provided with crisis intervention and stabilization services through the Strong Families Program	2076	900	900	1621	180.11%	FAMILY SERVICES
●	6.2	% of individuals & families experiencing emergencies that are successfully stabilized (i.e., their immediate critical need for housing, food clothing, medical services and/or mental health services are met), referred and engaged in needed services th	100%	95%	95%	100%	105.26%	FAMILY SERVICES
●	6.3	% of teen parents who are successfully assessed , certified and case management services provided (i.e, their immediate critical need for housing, food, clothing medical services and/or mental health services are met) through the Teen Parent Assessme	100%	95%	95%	100%	105.26%	FAMILY SERVICES
●	6.4	% of teen parents receiving services from the Teen Parent Assessment Program that do not have additional pregnancies within 12 months of initial referral	98%	85%	85%	100%	117.65%	FAMILY SERVICES



	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
●	6.5	% of referrals in non emergency cases and investigation takes place within ten working days for the Adult Protective Services Program	95%	95%	95%	99.16%	104.38%	FAMILY SERVICES
●	6.6	% of cases where investigations, substantiation of allegations, the provision of services to mitigate immediate risk have been completed and referrals to the continuing services unit are completed within sixty working days for the Adult Services Prog	79%	95%	95%	100%	105.26%	FAMILY SERVICES
●	6.7	% of client cases where substantiated allegations and identified risk to clients has been mitigated before case closure within the Adult Protective Services Program	84%	90%	90%	84.31%	93.68%	FAMILY SERVICES
Agency Management								
●	2.1	% of OIS and Risk Management staff trained on the National Capital Region AIRS resource regional data directory	0%	85%		No Data Reported	Not rated	AGENCY MANAGEMENT PROGRAM



	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
●	3.1	% of shelter and supportive housing staff trained on new Unusual Incident reporting system	0%	100%		73.28%	73.28%	AGENCY MANAGEMENT PROGRAM
●	3.2	% of shelter and supportive housing staff trained on new Homeless Services Complaint Reporting system	0%	100%		100%	100%	AGENCY MANAGEMENT PROGRAM
●	4.1	Number of literally homeless single persons according to the annual Point in Time (PIT) count	3,553	3,767		3,767	Workload Measure (Not rated)	FAMILY SERVICES
●	4.2	Number of literally homeless persons in families according to the annual point in time (PIT) count	2,688	3,187		3,187	Workload Measure (Not rated)	FAMILY SERVICES
●	4.3	Number of unsheltered individuals according to annual point in time (PIT)	305	679		679	Workload Measure (Not rated)	FAMILY SERVICES
●	4.4	Number of individuals who are chronically homeless in the District (PIT)	2,227	1,870		1,870	Workload Measure (Not rated)	FAMILY SERVICES
●	4.5	Monthly average # of unique clients served	231,879	253,237		253,237	Workload Measure (Not rated)	INCOME MAINTENANCE
●	4.6	Monthly average # of clients receiving Food Stamps	118,628	134,455		134,455	Workload Measure (Not rated)	INCOME MAINTENANCE
●	4.7	Monthly average # of clients receiving TANF	43,113	17,589		17,589	Workload Measure (Not rated)	INCOME MAINTENANCE



	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
●	4.8	Monthly average # of clients receiving Medical Assistance	226848	230618		230618	Workload Measure (Not rated)	INCOME MAINTENANCE
●	4.9	% of clients receiving a combination of benefits	48%	48%		No data reported	Not rated	INCOME MAINTENANCE
●	4.10	% of clients receiving a combination of 3 benefits	16%	17%		No data reported	Not rated	INCOME MAINTENANCE