



## Department of Human Services DHS (JA)

---

### MISSION

The mission of the District of Columbia Department of Human Services (DHS), in collaboration with the community, is to assist 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.

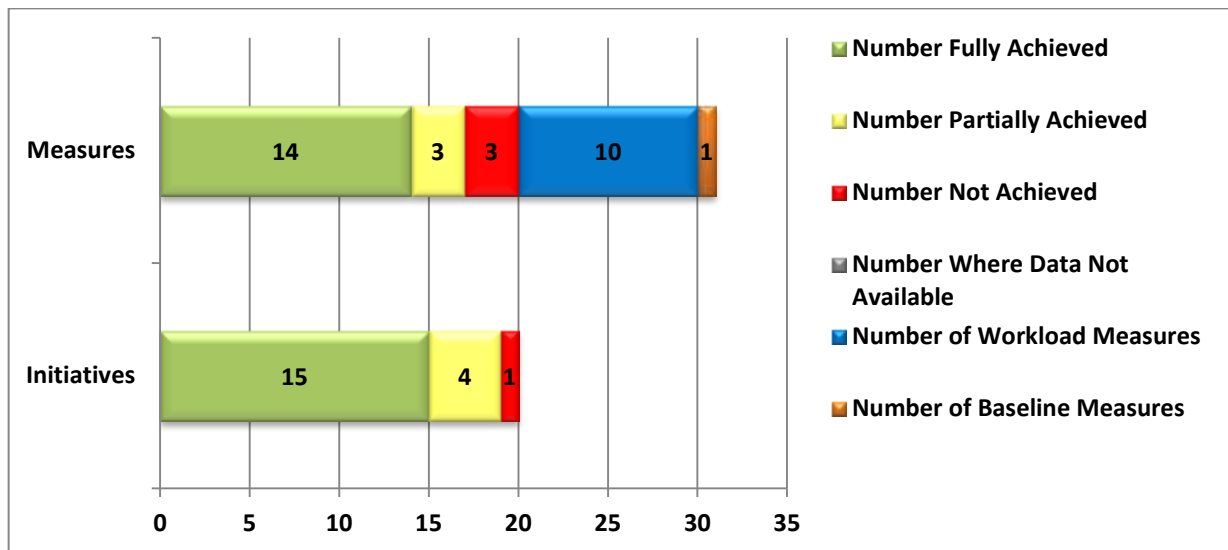
### ACCOMPLISHMENTS

- ✓ Development of the DC Health Link System
- ✓ Operate an integrated Family Resource Center
- ✓ Development of a new call center at 2100 MLK Avenue, SE

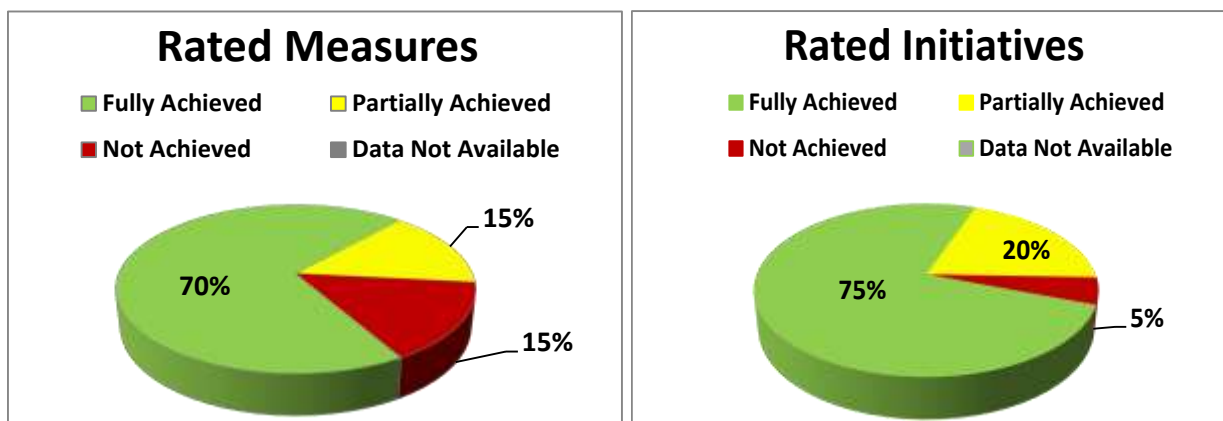


# OVERALL AGENCY PERFORMANCE

## TOTAL MEASURES AND INITIATIVES



## RATED MEASURES AND INITIATIVES



**Note:** Workload and Baseline Measurements are not included

Default KPI Rating:	
>= 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: Implement the Affordable Care Act mandates for the District of Columbia as part of the consolidated health and human services modernization project.**

- **Fully Achieved.** In FY13, necessary staff was trained, and the District launched DC Health Link on October 1, 2013. The site has had over 8,000 accounts created, and over 1,100 applications submitted from individuals and/or families. The site was one of the only web-sites in the country that never went down and has continued in operations since the opening. As a result the District now has a state-of-the-art health and human services solution providing that provides the District's Health Benefit Exchange (HBX), a new integrated eligibility system for Medicaid, private health insurance and other programs with new case management capabilities that span programs and agencies.

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

**INITIATIVE 2.1: Expand functionality of the 211 community base service directory.**

- **Fully Achieved.** In conjunction with our regional 211 partners, the District has added the ability to search all three jurisdictions (DC, MD & VA) from within our 211 resource directory. In addition, the District has also made our local 211 dataset available to the public and our community partners via a download from the answersplease.dc.gov website.

**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 has been delayed with the development of a risk assessment tool, as new personnel have been getting acclimated to the agency. We are currently in the process of researching and developing a Risk assessment tool for the agency.

### Economic Security Administration

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

**INITIATIVE 1.1: Develop, test and implement a plan to provide integrated case management services to improve stability of families in crisis and improve outcomes.**

- **Partially Achieved:** DHS has developed, tested and implemented integrated case management for TANF customers who are also experiencing housing instability. Detailed processes for assessment and coordination of services have been developed and continue to be refined. DHS is also working with CFS, DMH and other sister agencies to expand integrated case management across the entire



spectrum of human service providers. DHS conducts regular data bumps with CFSA to identify common customers, and jointly develops strategies for addressing customer needs. DHS has an MOU with DMH to have co-located mental health professionals on site at DHS locations to provide assessment and referral assistance. DHS is also collaborating with DMH and DOH/APRA (now DBH) and HASTA on an RFP to provide services to individuals who are at risk of HIV and have mental health and/or substance abuse issues. A key success in our integration efforts is the Homeless Services Integration process implemented in FY 13. This innovative strategy teams an ESA Case Coordinator, a FSA Clinical Social Worker, and a Homeless Services Specialist contracted through the Community Partnership to provide assessment, case planning, and crisis intervention services to families experiencing homelessness (or at risk of homelessness). In addition, our sister agencies provide onsite child support services, education, and mental health services. Each team is armed with a cadre of tools to keep families in their community, provide housing, employment and family supports to enable families to stabilize quickly and obtain or maintain employment. DHS will continue to work to integrate case management services with sister agencies. In addition to implementing the service integration program with DBH and HAHSTA, DHS is designing the case-planning module in the new DC Link system in FY 14 to complete this goal.

**INITIATIVE 1.2: Continue to implement the new TANF Employment Program, by requiring a comprehensive assessment and orientation, and offering personalized referrals to both contracted providers**

● **Fully Achieved.** In FY 13, ESA completed assessments for all existing non-exempt TANF customers and implemented mandatory assessments as a condition of eligibility for all new applicants. ESA refined the assessment tool to include portions of the K-10 and GAINs, screening tools used by DMH and the Department of Health Addiction Prevention Recovery Administration (APRA), respectively. In addition, the assessment is used to make intelligent refers to sister agencies to address barriers to employment and family well-being. Based on the outcome of the assessment, working with the customer, personalized referrals are made.

**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 remains in compliance with Food Stamp accuracy determinations.

**INITIATIVE 2.2: Redesign the eligibility determination process.**

● **Partially Achieved.** During FY 13, DHS played a key role in the design and development of the new eligibility system, which will be launched in FY 14. In addition, DHS participated in workshops with a consultant, a Master Black Belt in Six Sigma, to streamline business processes for eligibility determination and improve customer service. The new eligibility system will provide new forms of access to public benefits for residents. This includes the implementation of telephone and online applications for medical assistance, new call center functionality, and paper and electronic notices provided through an online account. Once fully implemented, residents will be able to access many services from the comfort of their own homes. In November 2013, the District will launch the first phase of DC Link, which will provide a new automated application process for Medicaid applications. During FY14, DHS will plan and integrate the application process for SNAP, TANF and other benefit programs and retire the ACEDS system. This will enable DHS to further reduce the need for service center visits and customers will be able to apply for, renew, and report changes for some benefit programs online or over the phone.



**INITIATIVE 2.3: Stand up a new Call Center.**

**Fully Achieved:** DHS developed and implemented a new call center at 2100 MLK Avenue, SE, which uses a Customer Relationship Management (CRM) software solution to track, record, and assign calls. The improved technology, which will be integrated into DC Health Link, and will allow for better monitoring and training of Social Service Representatives, timely disposition of case actions, and resolution of customer complaints

**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.**

**Fully Achieved:** In FY13, DHS hired over 30 Case Coordinators to both conduct assessments as well as provide case coordination services for TANF customers. The Case Coordinators ensure that each TANF customer has a single point of contact and a single primary service provider who can address any issues and assist with both developing the customer's Individual Responsibility Plan (IRP) and working with them to fulfill it.

**INITIATIVE 3.2: Develop and implement a staff realignment plan.**

**Partially Achieved:** In FY13, ESA's Office of the Administrator implemented a workgroup, which included union and other agency staff to develop a realignment plan that better aligns staff qualifications with roles; complements the new business process; and ensures that staff resources are allocated to meet customer needs. The Office of Work Opportunity was realigned to report to the ESA Administrator. In FY 14, ESA will submit a comprehensive realignment plan to DCHR for approval.

**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.**

**Fully Achieved:** As of March, 2013, an orientation and assessment as required as a condition of eligibility for all work-eligible TANF applicant.

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

**Partially Achieved:** During FY 13, DHS implemented the mandatory orientation and assessment as a condition of eligibility. In addition, DHS promulgated rules for graduated sanctions, developed a policy for Home visit referrals for non-compliant recipients, and modified the work participation requirements to include treatment for Mental Health and Substance Abuse as a work readiness activity and Family preservation services as a barrier remediation activity. DHS created a Community Liaison Specialist role to conduct training, awareness and provide community support for non-profits serving TANF recipients. DHS is continuing to evaluate and revise policies and procedures to support TANF customers in their efforts to become self-sufficient.



## Family Services Administration

### OBJECTIVE 1: Address the needs of the homelessness in the District of Columbia.

#### INITIATIVE 1.1: Continue providing permanent supportive housing to individuals, families and seniors.

- **Fully Achieved.** In FY 13, DHS maintained permanent supportive housing beyond the scattered sites component at three (3) site-based projects for women and families. Additionally, all program participants are provided with case management and other support services.

#### INITIATIVE 1.2: Continue the Emergency Solutions Grants Program (ESG).

- **Fully Achieved.** The Emergency Solutions Grant (ESG) provides financial assistance to pay rental arrears. In FY13, 104 households were assisted (53 families and 51 individuals) through the Emergency Solutions Grants Program. In FY 14, DHS aims to double the number of households served.

#### INITIATIVE 1.3: Operate an enhanced (integrated) Family Assessment Center.

- **Fully Achieved.** In FY 13, the newly integrated Virginia Williams Family Resource Center (VWFRC) has provided families experiencing housing instability with a uniquely tailored customer service experience. Over the past year, the VWFRC has gone from a staff of approximately 30 contracted staff, located at 920 Rhode Island Avenue NE, to a full complement of 69 staff from across the District's health and human service cluster agencies, contractors, and partners. Now located at 33 N Street NE, DHS' Economic Security Administration and Family Service Administration, The Community Partnership for the Prevention of Homelessness, and the Coalition for the Homeless form the core agencies onsite at the Center. Additionally, onsite support and collaboration from the District's Child and Family Service Administration (CFS), Office of the State Superintendent for Education (OSSE), and Child Support Services Division (CSSD) enhance the truly unified customer service experience for vulnerable families in need. Over the past 12 months of integrated operation, VWFRC has wrapped the redesigned TANF Service Delivery Model around homeless services, allowing DHS to look closely at what families need to achieve self-sufficiency, approaching TANF service delivery through a housing-first philosophy: ultimately, recognizing housing instability as a contributing factor to self-sufficiency and a necessary part of their TANF Plan.

### 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 Parent and Adolescent Support Services Program (PASS).

- **Fully Achieved.** In FY 13, the PASS program continued to divert youth who have committed status offenses from court involvement and detention by conducting comprehensive youth assessments and providing intensive case management and connections to needed supportive services. Additionally, PASS staff completed training and certification in Functional Family Therapy (FFT).



**OBJECTIVE 3: Provide assessment, intervention, stabilization and referral services for families in crisis**

**INITIATIVE 3.1: Administer critical support services to District families in crisis.**

- **Fully Achieved.** In FY13, the Strong Families Program provided immediate crisis intervention, stabilization and assessment services to approximately 1,430 District families experiencing acute crisis through intense case management and referral services.

**INITIATIVE 3.2: Provide emergency services assistance to District families during emergency situations.**

- **Fully Achieved.** In FY 13, 1,430 residents experienced a crisis and were served by the Strong Families program. These services included crisis intervention, stabilization, case management and relocation services to District families experiencing crisis due to emergency situation (critical incidents) such as building closures, natural disasters, fire emergencies, power outages and crime emergencies.

**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: Investigate, assess and provide services for vulnerable adults at risk of abuse, neglect, self-neglect and exploitation through Adult Protective Services Program (APS)**

- **Fully Achieved.** In FY 13, APS investigated 844 referrals; each referral was assessed for perceived risk (s) and prior to case transfer or closure, all emergent risks were mitigated. Additionally, APS began the process of implementing processes and procedures to streamline policies and practices to improve the quality of services. Some of these included: establishing a mandatory reporter's training curriculum, enhancing mandatory reporter awareness, and revising program its policies and procedures.

**INITIATIVE 4.2: Assess and implement a stabilization plan for teen parents**

- **Fully Achieved.** In FY13, the Teen Parent Assessment Program (TPAP) served approximately 250 pregnant and parenting teens by providing direct case management and support services to teen parents with a goal of moving program participants towards self-sufficiency. Additionally, TPAP expanded service delivery to 18-20 year olds that are TANF recipients, and do not have a high school diploma or GED. TPAP also continued to partner with community-based agencies, the New Heights Program, DCPS and local recreational centers to conduct workshops geared towards prevention, abstinence, safe sex initiatives, social and life skills and parenting skills.



## Key Performance Indicators – Assessment Details

### Performance Assessment Key:

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

	KPI	Measure Name	FY 2012 YE Actual	FY 2013 YE Target	FY 2013 YE Revised Target	FY 2013 YE Actual	FY 2013 YE Rating	Budget Program
<b>Agency Management</b>								
●	3.1	% of shelter and supportive housing staff trained on new Unusual Incident reporting system	73%	100%	100%	100%	100%	AGENCY MANAGE- MENT PROGRAM
●	3.2	# of homeless service programs monitored	91	91	91	50	54.95%	AGENCY MANAGE- MENT PROGRAM
●	N/A	Number of literally homeless single persons according to annual point in time (PIT) count	3,767	No Target Required	3,696	3,696	Workload Measure Not rated	FAMILY SERVICES
●	N/A	Number of literally homeless persons in families according to annual point in time (PIT) count	3,187	No Target Required	983	983	Workload Measure Not rated	FAMILY SERVICES
●	N/A	Number of unsheltered individuals according to annual point in time (PIT) count	679	No Target Required	512	512	Workload Measure Not rated	FAMILY SERVICES
●	N/A	Number of individuals who are chronically homeless in the District (PIT)	1,870	No Target Required	1,764	1,764	Workload Measure Not rated	FAMILY SERVICES
●	N/A	Monthly average # of unique clients served	253,237	No Target Required	253,237	253,237	Workload Measure Not rated	INCOME MAINTENANCE
●	N/A	Monthly average # of clients receiving Food Stamps	134,455	No Target Required	138,749	138,749	Workload Measure Not rated	INCOME MAINTENANCE





	KPI	Measure Name	FY 2012 YE Actual	FY 2013 YE Target	FY 2013 YE Revised Target	FY 2013 YE Actual	FY 2013 YE Rating	Budget Program
●	N/A	Monthly average # of clients receiving TANF	17,589	No Target Required	18,172	18,172	Workload Measure Not rated	INCOME MAINTENANCE
●	N/A	Monthly average # of clients receiving Medical Assistance	230,618	No Target Required	234,271	234,271	Workload Measure Not rated	INCOME MAINTENANCE
●	N/A	% of clients receiving a combination of 2 benefits	N/A	No Target Required	42%	42%	Workload Measure Not rated	INCOME MAINTENANCE -
●	N/A	% of clients receiving a combination of 3 benefits	17%	No Target Required	17%	17%	Workload Measure Not rated	INCOME MAINTENANCE
<b>Economic Security Administration</b>								
●	2.1	Food Stamp error rate	2.95	3.5		8.65%	40.46%	INCOME MAINTENANCE
●	4.1	% of new TANF or recertifying applicants who completed their preliminary assessment and orientation from the date of implementation	100%	100%		100%	100%	INCOME MAINTENANCE
●	4.2	% of new TANF or recertifying work ready applicants who completed their preliminary assessment and orientation from the date of implementation	100%	50%		100%	200%	INCOME MAINTENANCE
●	4.3	% of vendor assigned not-employed TANF customers who meets his/her full monthly work participation requirements	22	31%		19.20%	61.94%	INCOME MAINTENANCE
●	4.4	% of customers placed by "Job Placement" provider in unsubsidized employment	10%	11%		26.99%	245.41%	INCOME MAINTENANCE
●	4.5	% of customers placed by "work readiness" provider in unsubsidized employment	6%	8%		21.21%	265.10%	FAMILY SERVICES



	KPI	Measure Name	FY 2012 YE Actual	FY 2013 YE Target	FY 2013 YE Revised Target	FY 2013 YE Actual	FY 2013 YE Rating	Budget Program
●	4.6	% of customers placed in unsubsidized employment by "job placement" provider who meets his/her full monthly work participation requirements	61%	53%		47.17%	88.99%	INCOME MAINTENANCE
●	4.7	% of customers placed in unsubsidized employment by "work readiness" provider who meets his/her full monthly work participation requirements	68%	48%		53.04%	110.50%	INCOME MAINTENANCE
●	4.8	# of TANF recipients who exit off of TANF due to increased income (Included in OCAP 2.3.5)	N/A	N/A (Baseline)		No Data	Baseline Measure Not Rated	INCOME MAINTENANCE
<b>Family Services</b>								
●	1.1	# of formerly homeless households receiving housing and supportive services through the Permanent Supportive Housing Program	1,358	1,350		4136	306.37%	FAMILY SERVICES
●	1.2	% of participants in permanent supportive housing that were housed in the prior fiscal year that maintain housing in the current fiscal year	86%	90%		93.40%	103.78%	FAMILY SERVICES



	KPI	Measure Name	FY 2012 YE Actual	FY 2013 YE Target	FY 2013 YE Revised Target	FY 2013 YE Actual	FY 2013 YE Rating	Budget Program
●	2.1	% of youth engaged in the Parent Adolescent Support Services (PASS) program whose cases are closed successfully due to reported decreases in curfew violations, running away, truancy and extreme disobedience.	55%	60%		67.12%	111.87%	FAMILY SERVICES
●	3.1	# of families provided with crisis intervention and stabilization services through the Strong Families Program	1,621	1,200		1,498	124.83%	FAMILY SERVICES
●	3.2	% of individuals/families experiencing emergencies that are successfully stabilized, referred and engaged in needed services through the Strong Families Program	10%	9%		100%	105.26%	FAMILY SERVICES
●	3.3	% 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 Assessment Pr	100%	98%		85.19%	86.92%	FAMILY SERVICES
●	3.4	% of teen parents receiving services from the Teen Parent Assessment Program that do not have additional pregnancies within 12 months of initial referral	100%	95%		99.59%	104.83%	FAMILY SERVICES



	KPI	Measure Name	FY 2012 YE Actual	FY 2013 YE Target	FY 2013 YE Revised Target	FY 2013 YE Actual	FY 2013 YE Rating	Budget Program
●	4.1	% of referrals in non emergency cases and investigation takes place within ten working days for the Adult Protective Services Program	99%	95%		99.53%	104.76%	FAMILY SERVICES
●	4.2	% 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 Program.	100%	95%		83.16%	87.53%	FAMILY SERVICES
●	4.3	% of client cases where substantiated allegations and identified risk to clients has been mitigated before case closure within the Adult Protective Services Program	84%	100		100%	100%	FAMILY SERVICES