

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Executive Office of Mayor Muriel Bowser



Office of the City Administrator

January 15, 2021

Fiscal Year (FY) 2020 was an unprecedented year for all DC residents, businesses and the District Government. In March 2020—the second quarter of the fiscal year—Mayor Bowser declared a public health emergency and District government quickly pivoted to respond to the COVID-19 global health pandemic. To align with recommended social distancing and public safety guidelines, in just one day, over 60 percent of District government employees transitioned to a telework posture. In addition, many District agencies limited or temporarily ceased most in-person activities and services.

The global health emergency required the District to significantly reallocate financial and personnel resources to respond to the pandemic. With the change in operations and a substantial decrease in revenues, the District's response required all agencies to determine how to best provide services to District residents, visitors and employees, while maintaining the necessary protocols to help slow the spread of COVID-19.

As such, the global health pandemic greatly impacted some agencies' abilities to meet their FY20 key performance indicators (KPIs) and strategic initiatives established prior to its onset as agencies shifted resources to respond to COVID-19. Therefore, outcomes for KPIs and strategic initiatives reflect a shift in District priorities and efforts during this crisis. While we continue to believe strongly in performance tracking to improve District services, the data for FY20 is not fully indicative of agencies' performance and should be reviewed factoring in the unprecedented challenges encountered in FY 2020.

Sincerely,

A handwritten signature in black ink that reads 'Kevin Donahue'.

Kevin Donahue
Interim City Administrator



Office of the Deputy Mayor for Health and Human Services FY2020

Agency Office of the Deputy Mayor for Health and Human Services

Agency Code HGO

Fiscal Year 2020

Mission The Office of the Deputy Mayor for Health and Human Services (DMHHS) supports the Mayor in coordinating a comprehensive system of benefits, goods and services across multiple agencies to ensure that children, youth and adults, with and without disabilities, can lead healthy, meaningful and productive lives.

Summary of Services

The Office manages the Human Support Services program through the provision of leadership for policy and planning; government relations; and communication and community relations for the agencies under its jurisdiction. These include: 1. Child and Family Services Agency (CFSA) 2. Department of Behavioral Health (DBH) 3. Department on Disability Services (DDS) 4. Department of Health (DOH) 5. Department of Health Care Finance (DHCF) 6. Department of Human Services (DHS) 7. Department of Aging and Community Living (DACL). Additionally, DMHHS oversees another independent entity, the DC Trust (formerly known as the Health Benefit Exchange Authority (HBX)). DMHHS provides agency oversight and support for all citywide health and human services-related policies, activities and initiatives under its jurisdiction including:

- Developing and supporting policies and programs to improve the delivery of services by government agencies and contracted providers
- Coordinating interagency activities and initiatives
- Identifying opportunities for reducing redundancies, leveraging resources, creating economies of scale, and improving outcomes
- Ensuring compliance with local and federal mandates

2020 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
DMHHS partnered with the Human Service branch of the EOC to develop and implement the COVID Basic Needs Assessment and Referral Hotline to ensure residents had the food and other essential items needed to safely quarantine during the public health emergency. The hotline was staffed with 160 District staff detailed from DMHHS cluster agencies.	Through this activity, the agency was able strengthen partnerships with agencies within DMHHS as well as with agencies outside of the DMHHS cluster.	The development and implementation of the COVID Basic Needs Assessment and Referral Hotline provided residents with a central number to call in order to obtain access to essential items for daily living during quarantine. In addition, it eliminated the stress associated with identifying and procuring the items while dealing with COVID-19.
DMHHS helped develop and implement the nation's first Virtual Family Assistance Center (VFAC) to connect a decedents next of kin to grief counseling and needed resources and supports. DMHHS is currently working to expand the VFAC so it can be used to respond to future human service disasters.	Through the establishment of the VFAC, DMHHS was able to develop a model for how to respond to human service and health disasters and scale up services. This model can be used to respond to future epidemics or pandemics and serve as a model for other jurisdictions.	The establishment of the VFAC provided residents with grief counseling, resources and supports during a potentially difficult time. Without these services, many residents may have faced behavioral health challenges due to the loss of a loved one, isolation and the loss of financial resources.
Age-Friendly DC, in collaboration with Georgetown University, George Washington University, DC Health and the nutrition partners on the Age-Friendly DC Nutrition Committee (including Capital Area Food Bank, DC Greens, DC Hunger Solutions, Interfaith Council of Greater Washington and the Mayors Food Policy Council) hosted two nutrition workshops, each of which attracted more than 100 participants.	The provision of the nutrition workshop allowed the agency to provide needed services to a vulnerable population in the District and make progress on a key Mayoral initiative.	The nutrition workshop hosted by Age-Friendly DC provided residents with key knowledge on healthy eating and overall health and wellness. In addition, residents can share and learn new ways to make healthy eating choices and tips on how to stay well in these unpredictable times.

2020 Key Performance Indicators

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
1 - Provide direction, guidance, and oversight of DMHHS cluster agencies to facilitate the coordination of interagency activities, eliminate redundancies, leverage resources, create economies of scale, and improve outcomes. (2 Measures)												

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
Percent of DMHHS Cluster agencies fiscal year key performance indicators either met or nearly met.	Annually	70%	73.4%	77.7%	85%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	67.5%	Unmet	DMHHS Cluster agencies established their FY2020 performance metrics prior to the COVID-19 public health emergency. These pre-existing performance metrics did not anticipate providing services remotely; nevertheless, these agencies were required to reprioritize and reengineer the delivery of health and human services throughout the District without being provided an opportunity to re-establish or realign performance metrics that were obtainable in light of the District's operational posture. While the agencies satisfactorily reprioritized their efforts, this required the funds designated for certain programs to be either eliminated or re-appropriated in order assist the District in reducing its financial burden or to allow the agencies to carry out services that became more essential. Additionally, agencies experienced an influx of District residents accessing agencies' systems and programs due to the other outgrowths of the public health emergency (e.g., loss of employment, healthcare related needs, burdened community organizations, etc.). Because agencies were not able to anticipate these challenges when they established their performance metrics, some performance indicators reflect underperformance. However, this may not be representative of the agencies or DMHHS efforts throughout FY2020.

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
Percentage of DMHHS Cluster agencies' fiscal year strategic initiatives complete.	Annually	75%	50.5%	69.2%	85%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	57.97%	Unmet	DMHHS Cluster agencies established their FY2020 performance metrics prior to the COVID-19 public health emergency. These pre-existing performance metrics did not anticipate providing services remotely; nevertheless, these agencies were required to reprioritize and reengineer the delivery of health and human services throughout the District without being provided an opportunity to re-establish or realign performance metrics that were obtainable in light of the District's operational posture. While the agencies satisfactorily reprioritized their efforts, this required the funds designated for certain programs to be either eliminated or re-appropriated in order assist the District in reducing its financial burden or to allow the agencies to carry out services that became more essential. Additionally, agencies experienced an influx of District residents accessing agencies' systems and programs due to the other outgrowths of the public health emergency (e.g., loss of employment, healthcare related needs, burdened community organizations, etc.). Because agencies were not able to anticipate these challenges when they established their performance metrics, some performance indicators reflect underperformance. However, this may not be representative of the agencies or DMHHS efforts throughout FY2020.
2 - Oversee the management of DMHHS led inter-agency programs to develop shared outcomes and improve the delivery and coordination of supports and services across government on identified policies and goals. (3 Measures)												

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
Percent of action items in progress or accomplished under Homeward DC	Annually	90%	90%	95%	95%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	90%	Nearly Met	We were unable to met this KPI due to limitations in staff capacity, efforts being diverted away from systems change work to address the COVID-19 response and the lack of funding to sufficiently address strategies.
Percent of strategies progress or accomplished on the Age-Friendly DC dashboard.	Annually	95%	95%	95%	95%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	83%	Unmet	Age-Friendly DC's KPI was established prior to COVID-19 reprioritizing actions by lead and participating agencies. Funding to undertake and examine progress were redirected by both DC agencies and community organizations.
Number of strategic priorities adopted by the Thrive by Five Coordinating Council.	Annually	New in 2020	New in 2020	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	4	New in 2020	
3 - Create and maintain a highly efficient, transparent, and responsive District government. (1 Measure)												
Percent of consent decrees where progress is made on meeting exit criteria	Annually	100%	100%	100%	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Met	

2020 Workload Measures

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 PAR
1 - Agency Support (2 Measures)							
Number of one-on-one meetings held with agency directors.	New in 2020	New in 2020	4	6	0	6	16
Number of health and human service cluster meetings	New in 2020	New in 2020	0	3	15	1	19
1 - Communications (1 Measure)							
Number of media interviews conducted.	New in 2020	New in 2020	9	8	4	4	25
2 - Age-Friendly DC (1 Measure)							
Number of Age-Friendly Task Force and Subcommittee Meetings held	New in 2020	New in 2020	15	14	24	16	69
2 - Emergency Response (1 Measure)							
Number of displacements of 10 or more people respond to by DMHHS and cluster agencies	New in 2020	New in 2020	7	1	1	2	11
2 - Encampments (1 Measure)							
Number of encampment engagement protocols conducted	New in 2020	New in 2020	24	30	14	20	88
2 - Interagency Council on Homelessness (ICH) (1 Measure)							
Number of Interagency Council on Homelessness Full Council and Subcommittee Meetings held	New in 2020	New in 2020	45	45	24	30	144
2 - Thrive by Five (1 Measure)							
Number of Thrive by Five Coordinating Council and Working Group Meetings held	New in 2020	New in 2020	2	2	3	3	10

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 PAR
3 - Constituent Relations (1 Measure)							
Number of constituent issues responded to	New in 2020	New in 2020	270	304	152	228	954

2020 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
1 - Provide direction, guidance, and oversight of DMHHS cluster agencies to facilitate the coordination of interagency activities, eliminate redundancies, leverage resources, create economies of scale, and improve outcomes. (7 Activities)			
AGENCY OVERSIGHT AND SUPPORT	Legislation and Council Relations	Review and approval of all HHS Cluster agencies' legislative requests and coordinate with Mayor's Office of Policy and Legislative Affairs (OPLA) and DC Council on legislative-related matters.	Daily Service
AGENCY OVERSIGHT AND SUPPORT	Rulemaking	Review and approval of all HHS Cluster agencies' rulemaking requests.	Daily Service
AGENCY OVERSIGHT AND SUPPORT	Budget	Support to HHS Cluster agencies regarding budget needs and priorities to ensure agency and Mayoral priorities.	Daily Service
AGENCY OVERSIGHT AND SUPPORT	Inter-agency and special initiatives	Ongoing broad oversight of, and support to, HHS Cluster agencies across special and/or inter-agency initiatives.	Daily Service
AGENCY OVERSIGHT AND SUPPORT	Communications	Support the Executive Office of the Mayor Communications and HHS Cluster agency Public Information Officers (PIOs) with the efficient collection and distribution of information within and outside of government.	Daily Service
AGENCY OVERSIGHT AND SUPPORT	Agency Support	Assist agencies with getting through roadblocks impeding their ability to carry out their mission effectively.	Daily Service
AGENCY OVERSIGHT AND SUPPORT	Policy Recommendations	Recommend policies and programs using data evidence and best practices to meet the health and human service needs of District residents.	Daily Service
2 - Oversee the management of DMHHS led inter-agency programs to develop shared outcomes and improve the delivery and coordination of supports and services across government on identified policies and goals. (8 Activities)			
AGENCY OVERSIGHT AND SUPPORT	Interagency Council on Homelessness (ICH)	Oversee and facilitate the implementation of Homeward DC and Solid Foundations DC, the District's Plans to make homelessness rare, brief, and non-recurring (for adults and unaccompanied youth, respectively).	Daily Service
AGENCY OVERSIGHT AND SUPPORT	Age-Friendly DC	Oversee and facilitate the implementation of Age-Friendly DC Strategic Plan, the District's Plan to make DC an inclusive urban environment that encourages active and healthy living.	Daily Service
AGENCY OVERSIGHT AND SUPPORT	Short-term Family Housing	Oversee and facilitate the inter-agency collaboration to build and/or renovate identified short-term family housing sites in each ward of the city by 2018 and thereby close DC General.	Key Project
AGENCY OVERSIGHT AND SUPPORT	Thrive by Five	Oversee and facilitate the development and implementation of the Thrive by Five Coordinating Council.	Daily Service
AGENCY OVERSIGHT AND SUPPORT	New Hospital	Oversee and facilitate the interagency collaboration to a comprehensive strategy to build a new hospital on the Saint Elizabeths East campus and a high-quality integrated health care system east of the Anacostia river.	Key Project
AGENCY OVERSIGHT AND SUPPORT	Encampments	Oversee and facilitate the inter-agency encampment protocol response.	Daily Service
AGENCY OVERSIGHT AND SUPPORT	Emergency Response	Oversee and facilitate the HHS Cluster interagency emergency response.	Daily Service
AGENCY OVERSIGHT AND SUPPORT	Low Barrier Shelter Development	Oversee and facilitate the interagency collaboration on low barrier shelters and other related projects, including shelter renovations and replacements.	Daily Service
3 - Create and maintain a highly efficient, transparent, and responsive District government. (2 Activities)			
PERFORMANCE MANAGEMENT ACTIVITY	Performance Planning	Review and approve HHS Cluster agencies' performance plans to ensure improved outcomes, accurate information, and efficiencies at the agency-level.	Daily Service
AGENCY OVERSIGHT AND SUPPORT	Constituent Relations	Receive, track, and resolve health and human services-related constituent issues and concerns brought up to the attention of DMHHS.	Daily Service

2020 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Emergency Response (1 Strategic Initiative)				
Emergency Management	In FY20, DMHHS will work with HSEMA to implement emergency response improvements to enhance the HHS cluster's ability to respond to emergencies. Specifically, DMHHS will work with HSEMA and HHS agencies to: <ul style="list-style-type: none"> - Set up an automated emergency displacement notification system to alert HHS agencies when displacements occurs; - Revise the District's Disaster Playbook to include Health and Human Services' lessons learned from the Arthur Capper fire; and - Create a multi-agency case management platform that tracks resident's information during a displacement event. 	0-24%	The Human Service Branch is working to expand the use of the VFAC system (set up to connect COVID decedent's next of kin with resources) to better track displacements and allow for inter-agency collaboration on disasters outside of COVID. A draft framework was created and developers are currently working to build out the system. Once complete, the Disaster Housing Playbook will be updated and finalized.	
Encampments (1 Strategic Initiative)				
Homeless Encampments	In FY20, DMHHS will continue to work with interagency partners and key stakeholders to bolster outreach to residents living in encampments and implement a more strategic approach to cleaning encampment sites in order to improve the overall effectiveness and impact of our encampment response. To address pedestrian and biker safety issues in the NoMa area, a new approach will be implemented particularly on K and First St NE where encampments are concentrated on narrow sidewalks.	Complete	DMHHS has continued to conduct weekly trash-removal and clean ups of encampment sites. DMHHS has continued to hand out trash bags to encampment residents. This has proven very successful in terms of mitigating the amount of waste that is thrown and left on the sidewalk. We would like to continue this hard-reduction strategy, post-public health emergency. Cleanup engagements continued to decrease in Q4 due to the public health emergency.	
Inter-agency and special initiatives (1 Strategic Initiative)				
Families First DC	DMHHS will lead coordination of government agencies for the Families First DC initiative, a primary prevention strategy designed to empower families, integrate services, and meet the needs of families at-risk of crisis. CFSA will award 10 grants to community organizations who will conduct community engagement and planning in advance of opening Family Success Centers in Wards 7 and 8 at the beginning of FY21. In FY20, DMHHS will coordinate and staff leadership team meetings and work with CFSA and grantees to gain access to government services that will be integrated into Family Success Centers.	Complete	All 10 Family Success Centers were opened in October, 2020. They are serving families and collecting meaningful data to assess success	
New Hospital (1 Strategic Initiative)				
New Hospital	DMHHS will continue to co-lead, with the office of the City Administrator, the work to develop a comprehensive strategy to build a new hospital on the Saint Elizabeths East campus and a high-quality integrated health care system east of the Anacostia river. In FY20, we will submit a contract to the Council of the District of Columbia for approval, and will continue to conduct community and stakeholder engagement.	Complete	DMHHS in collaboration with the Office of the City Administrator have successfully completed the hospital agreement and received initial approval vote from council. DMHHS also meet with stakeholders and hosted a townhall. In addition, the first steps in the construction of the new hospital at St. Elizabeth's East was taken by releasing two Request for Qualifications (RFQs).	
Short-term Family Housing (1 Strategic Initiative)				
Short-term Family Housing	As part of Mayor Bowser's goal to close DC General Family Shelter and open short-term family housing programs, DMHHS will continue work with our partner agencies to open programs in Wards 1, 3, and 6 by the end of FY20.	75-99%	The Ward 1 Short-term family housing program (the last of the buildings to deliver) is in the final stages and families are expected to move in February, 2021.	
Thrive by Five (1 Strategic Initiative)				
Thrive by Five	o As part of Mayor Bowser's goal to drive progress on initiatives that improve outcomes for mothers and infants and children from birth to age five, DMHHS will launch the Thrive by Five Coordinating Council. During FY20, the Coordinating Council will conduct asset and fiscal mapping to determine and adopt strategic priorities.	75-99%	The Thrive by Five Coordinating Council reconvened virtually on July 21, August 11, and September 29. At the July meeting, DC Health's Help Me Grow presented their model to the Council to open discussion on systems navigation in the District. At the August meeting, members worked in their subcommittees to offer draft recommendations to be included in Thrive by Five's first year report. At the September meeting, each subcommittees' draft recommendations were presented to the whole group for consideration.	