

Developmental Disabilities Administration

Department of Social and Health
Services

Strategic Plan Metrics
2021-2023

Developmental Disabilities Administration

Strategic Plan Success Measure

Support People in Our Care and Custody

ADX.38	Percent of clients receiving certified residential services visiting a Primary Care Physician at least once a year	1.1.1
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Serve People in Their Home Community

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Increase Organizational Efficiency, Performance and Effectiveness

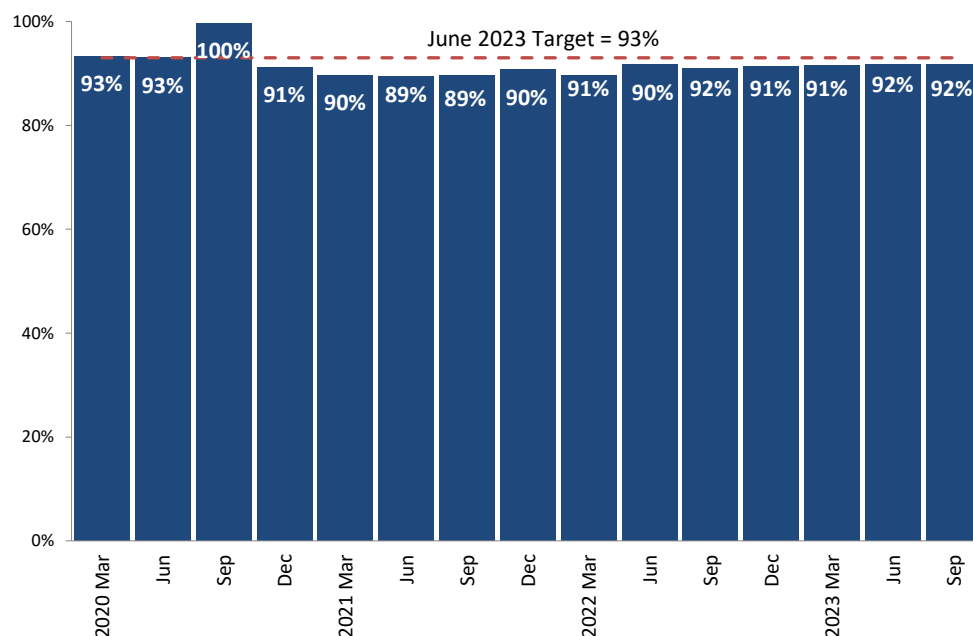
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Developmental Disabilities Administration

Support People in Our Care and Custody

Percent of clients receiving certified residential services visiting a Primary Care Physician at least once a year

Statewide



DATA SOURCE: CARE database; supplied by Andrew McDonald, DDA.

MEASURE DEFINITION: Number of clients receiving certified residential services who visited their doctor in preceding 12 months of their annual assessment.

DATA NOTES: **1** Percentage is calculated by dividing the number of clients receiving certified residential services who have a doctor visit recorded that occurred in the preceding 12 months from the date their annual assessment was completed by the total number of clients receiving certified residential services. **2** New data is available six weeks after the quarter ends.

TO DATA: <https://www.dshs.wa.gov/data/metrics/ADX.38.xlsx>

SUMMARY

- Updated discussion and action plans for this measure are located in the DDA Strategic Plan.
- The following programs offer certified residential services: Group Training Homes, Group Homes, and Supported Living.
- Regular health exams can help find problems before they start. They can also help find problems early, when a person's chances for treatment and cure are better.
- Individuals who have regular health exams are improving their chances of living longer, healthier lives.

ACTION PLAN

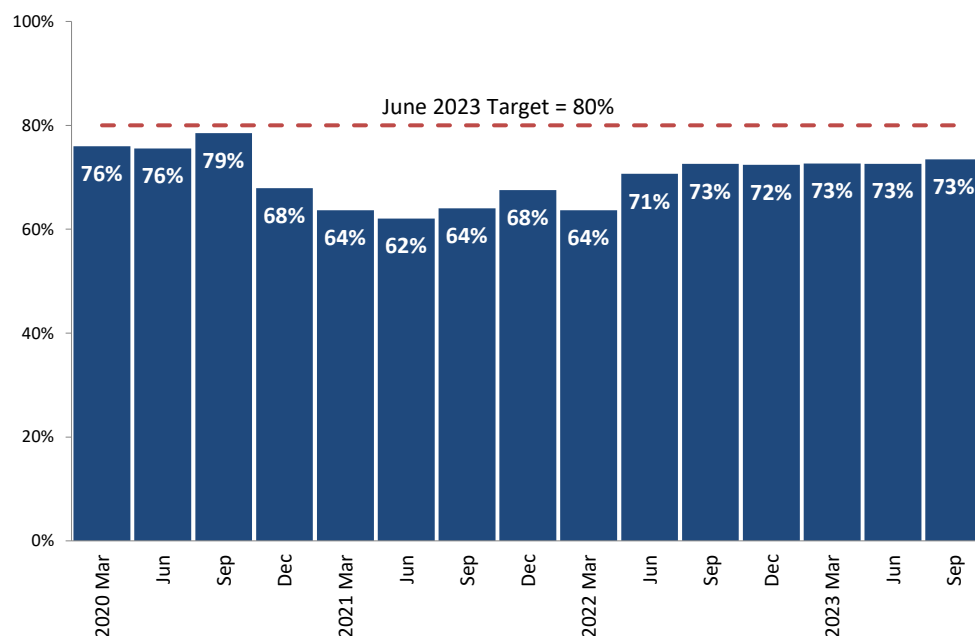
- Provide certified residential providers and case resource managers with ongoing training and support to help them understand the value and importance of clients having regular medical exams.
- Provide regional leadership team with monthly report of clients in certified residential services who do not have a doctor visit recorded in the preceding 12 months of their annual assessment.
- Review performance metric data on quarterly basis with central office and regional executive management teams.

Developmental Disabilities Administration

Support People in Our Care and Custody

Percent of clients receiving certified residential services visiting a dentist at least once a year

Statewide



DATA SOURCE: CARE database; supplied by Andrew McDonald, DDA.

MEASURE DEFINITION: Number of clients receiving certified residential services who visited their doctor in preceding 12 months of their annual assessment.

DATA NOTES: 1 Percentage is calculated by dividing the number of clients receiving certified residential services who have a dentist visit recorded that occurred in the preceding 12 months from the date their annual assessment was completed by the total number of clients receiving certified residential services. 2 New data is available six weeks after the quarter ends.

TO DATA: <https://www.dshs.wa.gov/data/metrics/ADX.39.xlsx>

SUMMARY

- Updated discussion and action plans for this measure are located in the DDA Strategic Plan.
- The following programs offer certified residential services: Group Training Homes, Group Homes, and Supported Living.
- Regular dental exams can help find problems before they start. They can also help find problems early, when a person's chances for treatment and cure are better.
- Individuals who have regular dental exams are improving their chances of living longer, healthier lives.

ACTION PLAN

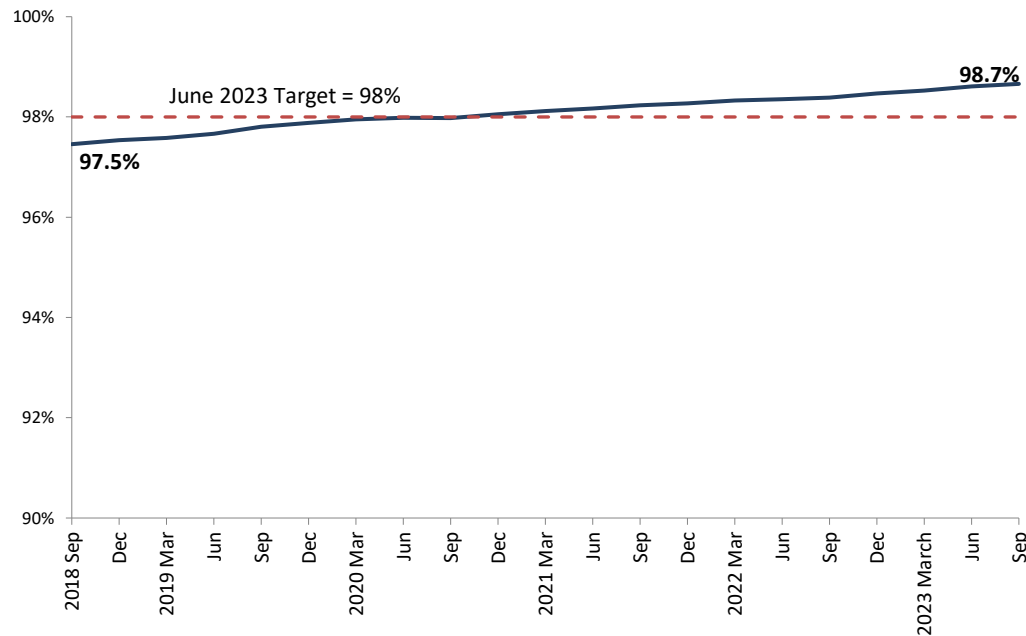
- Provide certified residential providers and case resource managers with ongoing training and support to help them understand the value and importance of clients having regular dental exams.
- Provide regional leadership team with monthly report of clients in certified residential services who do not have a dental visit recorded in the preceding 12 months of their annual assessment.
- Review performance metric data on quarterly basis with central office and regional executive management teams.

Developmental Disabilities Administration

Serve People in Their Home Community

Percent of clients with developmental disabilities served in home and community-based settings

Statewide



SUMMARY

- This measure reflects the response to consumer preferences for home and community-based care. It is also an indicator of efficiency, since community care is the least expensive.
- Developing community-based supports and providing options to consumers has been an emphasis and is reflected in the sustained percentage.

ACTION PLAN

- Updated discussion and action plans for this measure are located in the DDA Strategic Plan.

DATA SOURCE: CARE data from the Assessment Activity Report; supplied by Andrew McDonald, DDA.

MEASURE DEFINITION: **Numerator:** Developmental Disabilities Administration (DDA) Community Clients count.

Denominator: Total DDA caseload count.

DATA NOTES: **1** Community Clients count includes DDA clients living in community settings and approved to receive Home and Community Based Services (HCBS) Waivers and clients approved to receive Non-Waiver DDA paid services. Total Caseload count is the community client caseload plus the RHC client caseload (no short-term) for each report period.

2 Performance Metrics chart shows the last month of each quarter.

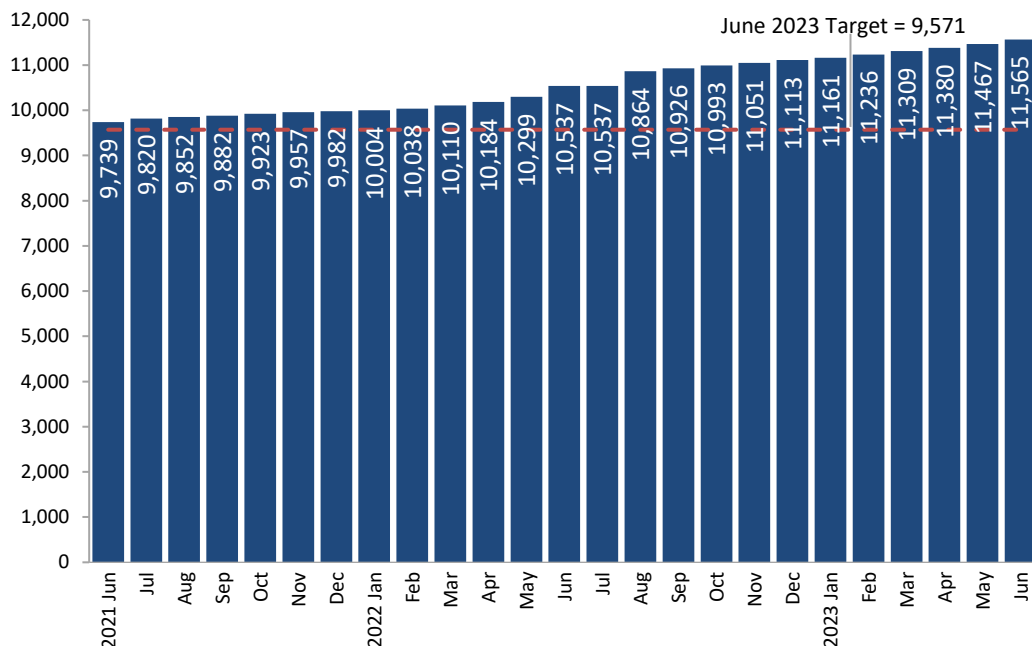
TO DATA: <https://www.dshs.wa.gov/data/metrics/AD1.2.xlsx>

Developmental Disabilities Administration

Serve People in Their Home Community

Enrollment on the Basic Plus waiver

Statewide



DATA SOURCE: WaiverCapacityTracking Summary; supplied by Andrew McDonald, DDA.

MEASURE DEFINITION: Number of clients enrolled on Basic Plus Waiver.

DATA NOTES:

TO DATA: <https://www.dshs.wa.gov/data/metrics/ADX.34.xlsx>

SUMMARY

- Updated discussion and action plans for this measure are located in the DDA Strategic Plan.

- In the 2017 legislative session, the legislature appropriated funds to expand capacity on the Basic Plus waiver for clients graduating from high school who are interested in pursuing support employment services.

- DDA also uses capacity arising from attrition on the Basic Plus waiver to support clients who are at risk of institutionalization if services and supports are not provided to them in the community.

ACTION PLAN

- DDA routinely monitors the waiver caseload to determine if there is capacity and funding available to support new client enrollment requests for access to waiver funding and services.

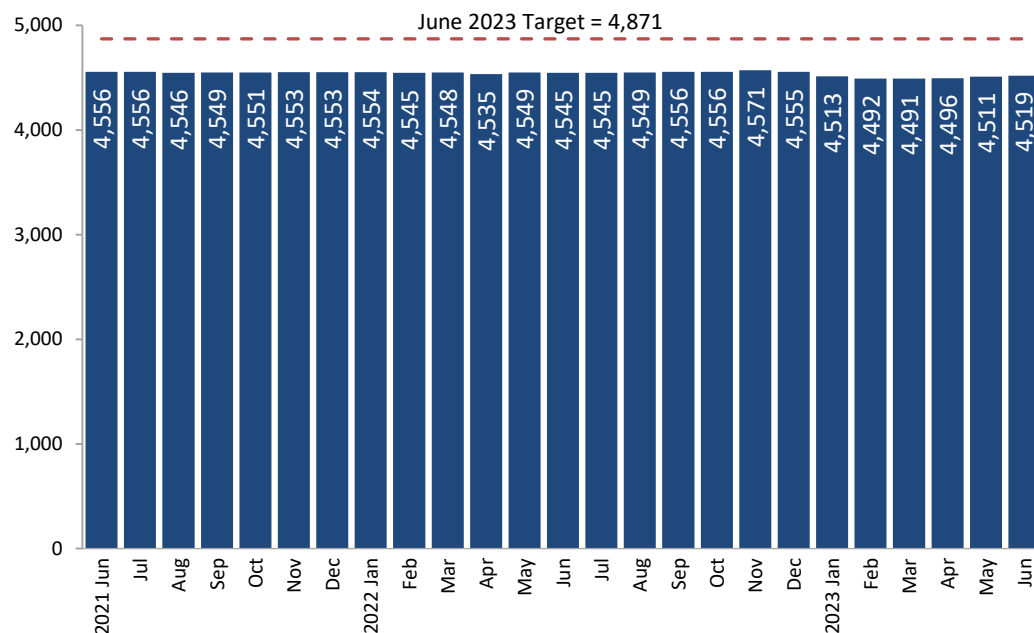
- Provide monthly report on capacity of DDA Basic Plus waiver and disposition of waiver enrollment requests reviewed by committee.

Developmental Disabilities Administration

Serve People in Their Home Community

Enrollment on the Core waiver

Statewide



DATA SOURCE: CARE1072_WaiverCapacityTracking Summary; supplied by Andrew McDonald, DDA.

MEASURE DEFINITION: Number of clients enrolled on Core waiver.

DATA NOTES:

TO DATA: <https://www.dshs.wa.gov/data/metrics/ADX.35.xlsx>

SUMMARY

- Updated discussion and action plans for this measure are located in the DDA Strategic Plan.

- In the 2017 legislative session, the legislature appropriated funds to expand capacity on the Core waiver for individuals requesting to move from institutions to community residential settings.

ACTION PLAN

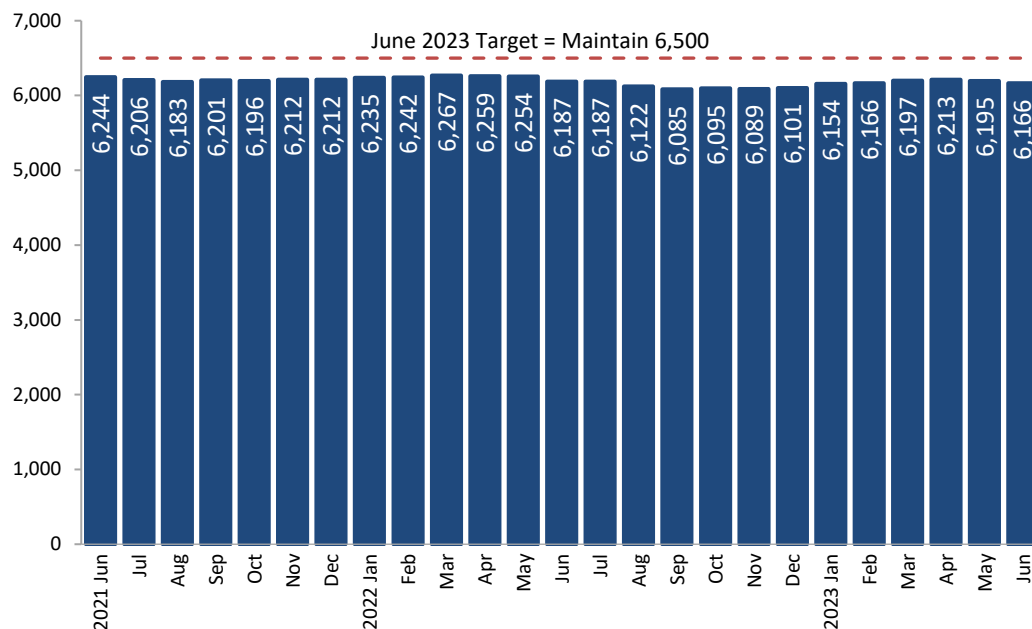
- DDA routinely monitors the waiver caseload to determine if there is capacity and funding available to support new client enrollment requests for access to waiver funding and services.

- Provide monthly report on capacity of DDA Core waiver and disposition of waiver enrollment requests reviewed by committee.

Developmental Disabilities Administration

Serve People in Their Home Community

Enrollment on the Individual and Family Services waiver



DATA SOURCE: DDA Caseload Activity Report; supplied by Andrew McDonald, DDA.

MEASURE DEFINITION: Cumulative number of clients enrolled on the Individual and Family Services waiver.

DATA NOTES:

TO DATA: <https://www.dshs.wa.gov/data/metrics/ADX.36.xlsx>

SUMMARY

- Updated discussion and action plans for this measure are located in the DDA Strategic Plan.

- The Individual and Family Services (IFS) waiver is designed to offer a variety of services to: 1) help support clients living in the family home; 2) provide clients with a choice of services; and 3) allow clients to have more control over resources allocated to them.

ACTION PLAN

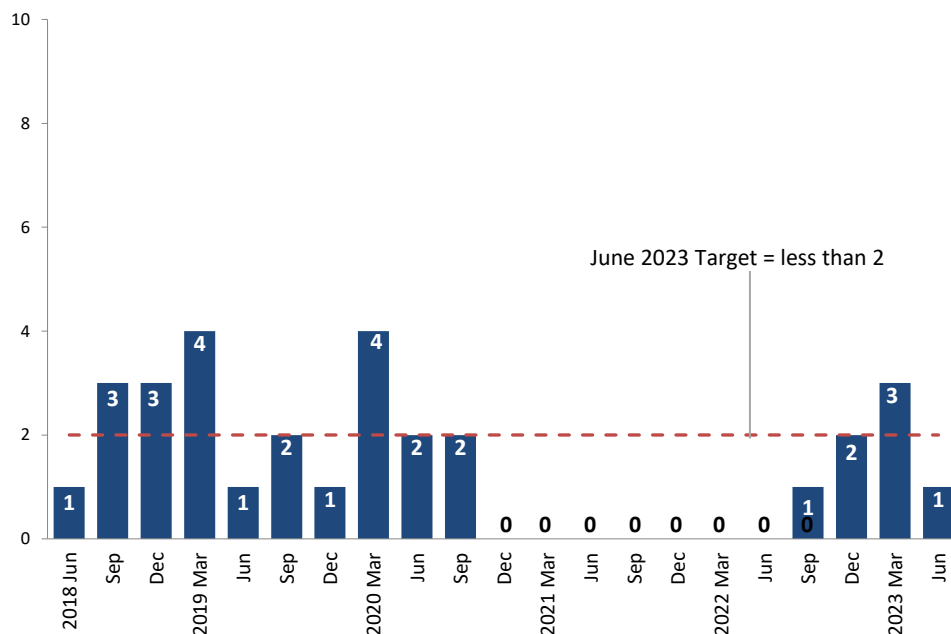
- DDA routinely monitors the waiver caseload to determine if there is capacity and funding available to support new client enrollment requests for access to waiver funding and services.
- Provide monthly report on capacity of DDA waivers and disposition of waiver enrollment requests reviewed by committee.

Developmental Disabilities Administration

Increase Organizational Efficiency, Performance and Effectiveness

Number of background check related citations for certified residential service providers

Statewide



DATA SOURCE: CARE database; supplied by Andrew McDonald, DDA.

MEASURE DEFINITION: Number of background check related citations for certified residential service providers.

DATA NOTES: 1 Counts are based on Statements of Deficiency posted by Residential Care Services that include background check related citations. 2 New data is available six weeks after the quarter ends.

SyMMARY

- Updated discussion and action plans for this measure are located in the DDA Strategic Plan.
- DDA requires background checks to be completed for all contracted providers to help safeguard the health, safety, and well-being of individuals with a developmental disability and to comply with the law.
- Certified residential service provider employees must have a completed background check with no disqualifying convictions, pending charges, or negative actions before they can have unsupervised access to individuals with developmental disabilities.

ACTION PLAN

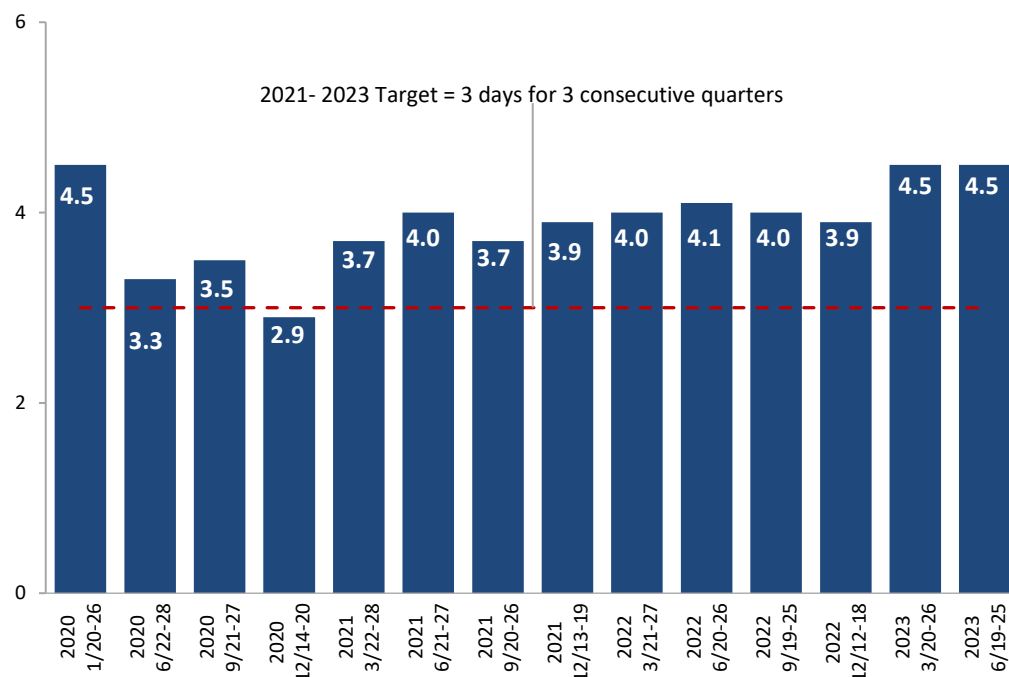
- DDA will provide certified residential service providers with training and technical assistance on use of quality assurance background check tracking tool.
- DDA Residential Quality Assurance unit will monitor regulatory citations related to background check compliance and provide targeted technical assistance for providers with repeat or pervasive background check citations.
- DDA will review performance metric data quarterly with central office and regional executive management teams.

TO DATA: <https://www.dshs.wa.gov/data/metrics/ADX.41.xlsx>

Developmental Disabilities Administration

Increase Organizational Efficiency, Performance and Effectiveness

Average number of days in a 7-day period in which individuals in Supported Living programs accessed community-based activities



DATA SOURCE: Sample analysis of Individual Instruction and Support Plans (IISPs) and Community Outing summaries; supplied by Kenny Davis, DDA.

MEASURE DEFINITION: Average number of days in a 7-day sample in which individuals in Supported Living programs accessed community-based activities.

DATA NOTES: 1 The 7-day sample is the average number of days within a specified 7-day period that sampled individuals participated in community-based activities. 2 The 2015 October data establishes the baseline. 3 Starting April 2018, data is reported quarterly. 4 It is not uncommon for the sample periods in January to show lower rates due to factors including cold weather, a higher percentage of people with reported illnesses that kept them home, and a holiday which decreased public transportation opportunities. *Click below to see additional data notes.*

TO DATA: <https://www.dshs.wa.gov/data/metrics/ADX.21.xlsx>

SUMMARY

- This measures how frequently individuals in supported living programs are participating in community-based activities.
- Samples of individual plans indicate the quality of services being provided by Supported Living programs.

ACTION PLAN

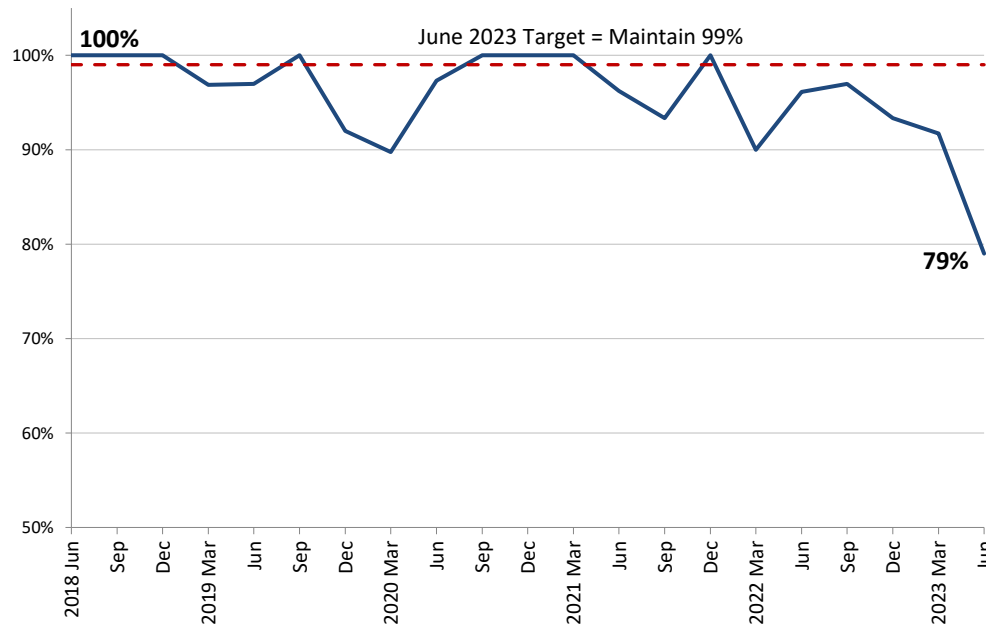
- Updated discussion and action plans for this measure are located in the DDA Strategic Plan.

Developmental Disabilities Administration

Increase Organizational Efficiency, Performance and Effectiveness

Percent of initial assessments completed on time for clients with developmental disabilities requesting services

Statewide



DATA SOURCE: WaCareRpt Database - DDA Caseload Activity Report; supplied by Andrew McDonald, DDA.

MEASURE DEFINITION: Percentage of assessments completed on-time for new or no-paid services clients requesting services.

DATA NOTES: 1 Core Metrics chart shows the last month of each quarter.

SUMMARY

- This measures the percentage of assessments completed within 30 days for New and No-Paid service clients who have requested a DDA paid service.
- Late initial assessments typically are related to case managers waiting to complete assessments until clients/families have identified a paid provider. DDA is looking at steps to refine our process to account for the need to complete an assessment on-time and the requirement to have a paid provider identified before the assessment can be completed.
- The June 2021 target was reduced from 98% to 90% as COVID-19 required adjustments be made to face to face contact.
- Updated discussion and action plans for this measure are located in the DDA Strategic Plan.

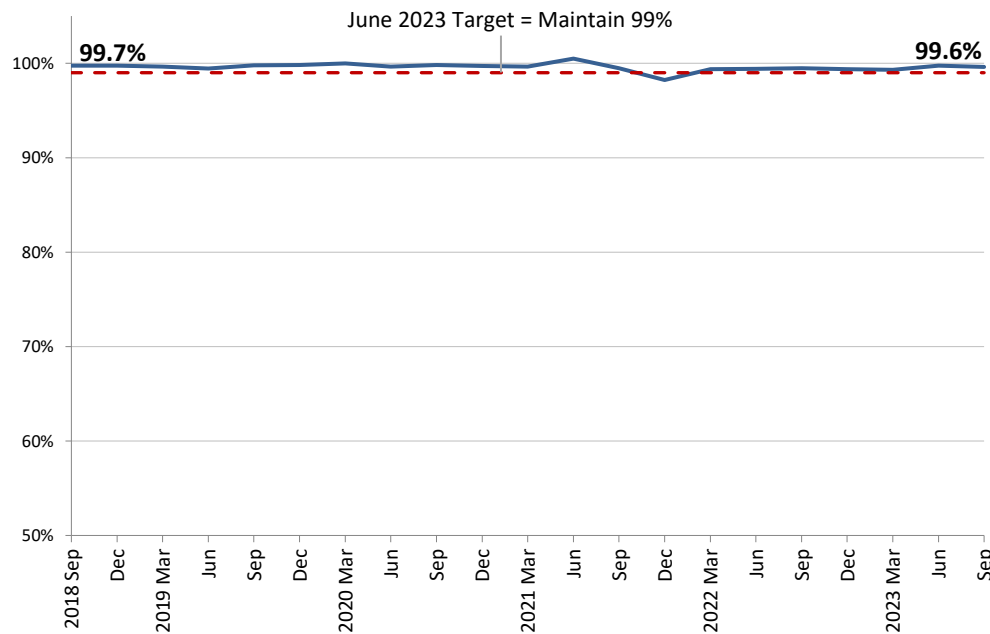
TO DATA: <https://www.dshs.wa.gov/data/metrics/ADX.24.xlsx>

Developmental Disabilities Administration

Increase Organizational Efficiency, Performance and Effectiveness

Percent of annual reassessments completed on time for clients with developmental disabilities requesting services

Statewide



SUMMARY

- This measures the percentage of reassessments for clients receiving a paid service administered by the DDA that are completed on or before the end of their individual service plans.
- The Centers for Medicare and Medicaid Services (CMS) requires that individuals receiving services funded by Medicaid receive a reassessment of their service needs at least annually or when there is a significant change in support needs.
- The purpose of assessment is to identify support needs, determine service eligibility, and determine the amount of service that the client is approved to receive.
- Updated discussion and action plans for this measure are located in the DDA Strategic Plan.

DATA SOURCE: WaCareRpt Database - DDA Caseload Activity Report; supplied by Andrew McDonald, DDA.

MEASURE DEFINITION: Percentage of reassessments for clients receiving a paid service administered by the DDA that are completed on or before the end of their individual service plans.

DATA NOTES: 1 Completion of annual reassessments are sometimes delayed due to unforeseen circumstances like: scheduling conflicts, personal illness, etc. In these cases, information as to why the assessment is delayed should be documented in the client's record. 2 Core Metrics chart shows the last month of each quarter. 3 Non-Waiver Assessments with CFC are now included under State-Plan Personal Care Assessments starting 1/1/2023.

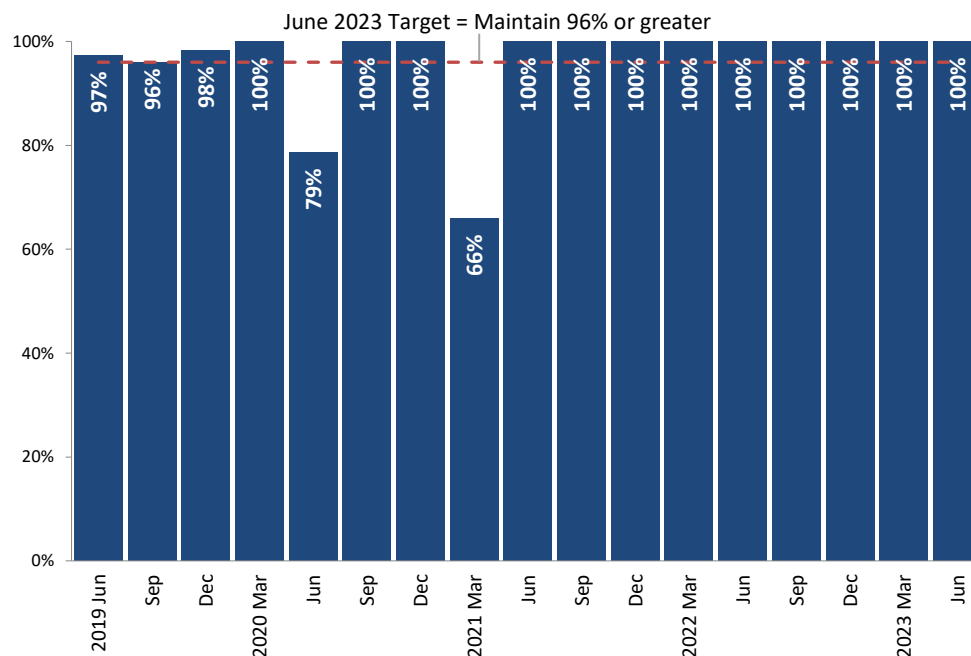
TO DATA: <https://www.dshs.wa.gov/data/metrics/ADX.1.xlsx>

Developmental Disabilities Administration

Increase Organizational Efficiency, Performance and Effectiveness

Percent of annual individual habilitation plans completed on time

Statewide



DATA SOURCE: CARE database; supplied by Andrew McDonald, DDA.

MEASURE DEFINITION: Number of residents with individual habilitation plans (IHPs) completed on time each quarter.

DATA NOTES: **1** Percentage is calculated by dividing the number of clients with IHPs completed on-time divided by the total number of clients who require an IHP to be developed. **2** Total Percentage is an average of the 3 facilities (Fircrest, Lakeland, Rainier). **3** New data is available six weeks after the quarter ends. **4** During 2020 and 2021 COVID restrictions hindered the ability to complete the annual individual habilitation plans on time.

TO DATA: <https://www.dshs.wa.gov/data/metrics/ADX.40.xlsx>

SUMMARY

- Updated discussion and action plans for this measure are located in the DDA Strategic Plan.

- An individual habilitation plan (IHP) is a comprehensive plan developed by a resident's interdisciplinary team that includes a detailed description of the resident's needs, supports, and preferences. This information helps to ensure that adequate supports are in place to help residents when they move out of a facility to a community-based residential setting.

- Individuals residing in Residential Habilitation Centers (RHCs) will have an IHP developed within 30 days of admission and at least within 365 days of the previous IHP to be considered on time.

ACTION PLAN

- Residential Habilitation Centers (RHC) will provide DDA central office with a monthly report regarding the number of resident IHPs completed on time and those that are overdue.

- DDA Quality Compliance team reviews a sample of IHPs at each RHC to ensure that they are updated within 365 days of the preceding IHPs end date.

- Performance on this metric is reviewed quarterly with DDA executive management team.

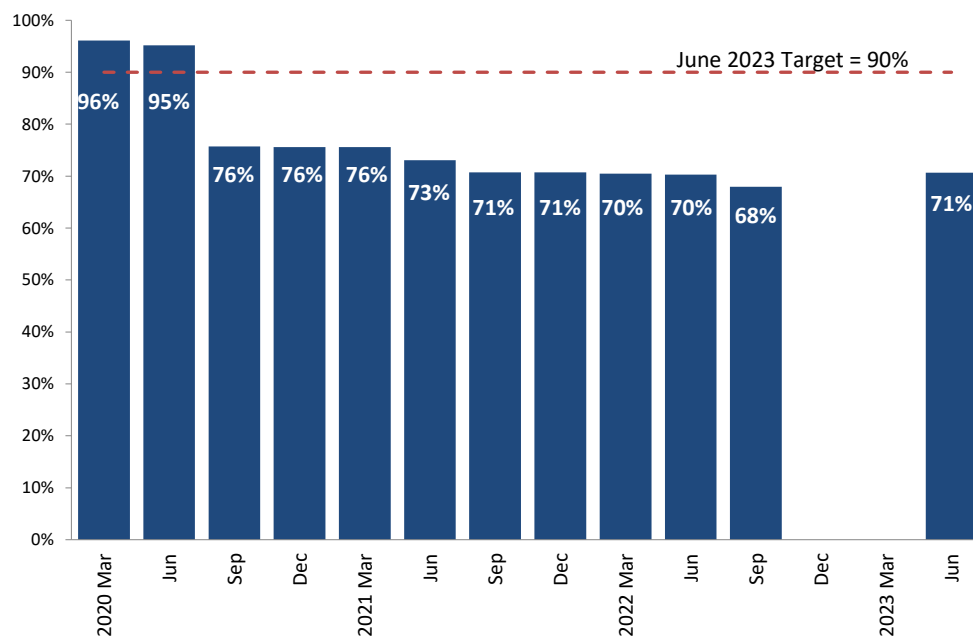
- During 2020 and 2021 COVID restrictions hindered the ability to complete the annual individual habilitation plans on time.

Developmental Disabilities Administration

Increase Organizational Efficiency, Performance and Effectiveness

Percent of DDA employees who complete a DSHS Equity, Diversity, and Inclusion training

Statewide - Total



DATA SOURCE: DDA Learning Management System (LMS); supplied by Phillip Gonzales, DDA.

MEASURE DEFINITION: Percent of current DDA employees who completed a DSHS Equity, Diversity, and Inclusion training.

DATA NOTES: 1 In quarter July - September 2020, there was a 20% drop in the percent of current DDA employees who completed a DSHS Equity, Diversity, and Inclusion training from the previous quarter due to the impact of COVID-19. The priority for DDA was to have staff to take care of clients in the SOLA and residential facilities. COVID-19 impacted some of the front line workers and clients; just being able to have staff to work was a challenge and priority. There was a large turnover in front line staff due to the situation. 2 Due to data integrity issues, December 2022 and March 2023 have been omitted.

TO DATA: <https://www.dshs.wa.gov/data/metrics/ADX.32.xlsx>

SUMMARY

- Updated discussion and action plans for this measure are located in the DDA Strategic Plan.

- Cultural Humility training focuses on developing increased awareness of respectful and culturally relevant service delivery to clients, residents and providers.

- Provides a framework that helps participants to be more self-aware, respectful, culturally congruent and compassionate toward others.

ACTION PLAN

- Provide quarterly reports to executive management teams regarding number of employees completing a DSHS Equity, Diversity, and Inclusion training. Classes may be completed either online or in a classroom.

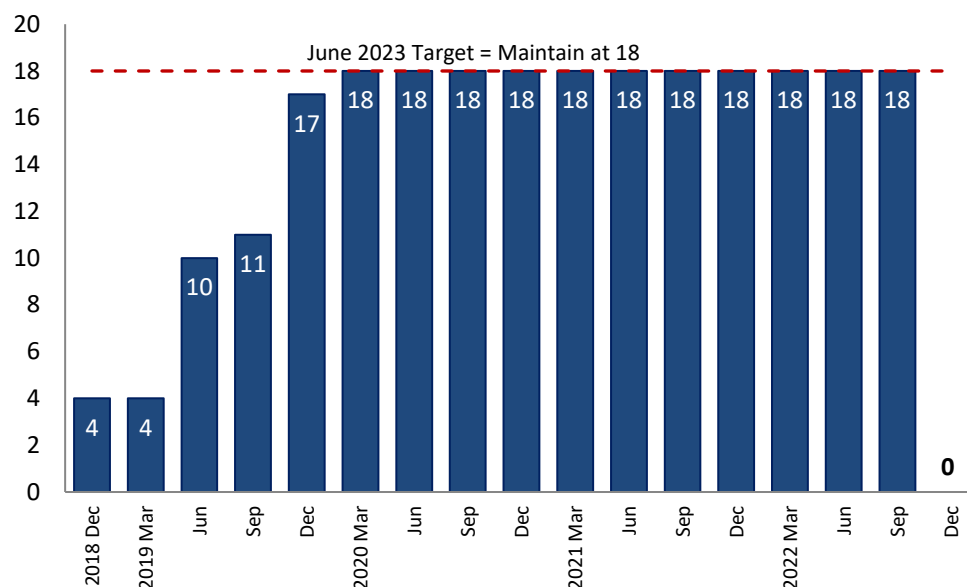
- COVID-19 had a negative impact on the percent of current DDA employees who completed a DSHS Equity, Diversity, and Inclusion training. The priority during the pandemic for DDA was to have staff to take care of clients in the SOLA and residential facilities. COVID-19 impacted some of the front line workers and clients so just being able to have staff to work was a challenge and priority. There was a large turnover in front line staff due to the situation.

Developmental Disabilities Administration

Increase Organizational Efficiency, Performance and Effectiveness

Number of DDA employees certified as diversity and inclusion leaders

Statewide - Total



DATA SOURCE: Institute for Diversity Certification's online directory of certified diversity professionals and executives; supplied by Justin Chan, DDA.

MEASURE DEFINITION: Total number of current DDA employees who are certified as diversity and inclusion leaders.

DATA NOTES: **1** Counts are based on the total number of current DDA employees who are certified as diversity and inclusion leaders. **2** Data is available six weeks after last month of each quarter. **3** Due to curriculum changes and the pilot planned to start 1/9/23 there was a stop on those getting certified by the Institute of Diversity Certification (IDC). So no one in DDA was certified in the quarter October-December 2022.

TO DATA: <https://www.dshs.wa.gov/data/metrics/ADX.42.xlsx>

SUMMARY

- Updated discussion and action plans for this measure are located in the DDA Strategic Plan.

- The Institute for Diversity Certification's (IDC)® CDP program is based on diversity and inclusion industry standards and best practices, as well as designed to encourage excellence and achievement.

- Successful candidates will receive a certificate and will be able to use the CDP™ or CDE™ credentials after their name, empowered to lead and operationalize EDI in DDA.

ACTION PLAN

- DDA will ensure certification for each diversity professional and diversity executive and identify additional roles and responsibilities as essential for certification.

- Certified DDA employees will operationalize EDI in their respective facilities and offices.

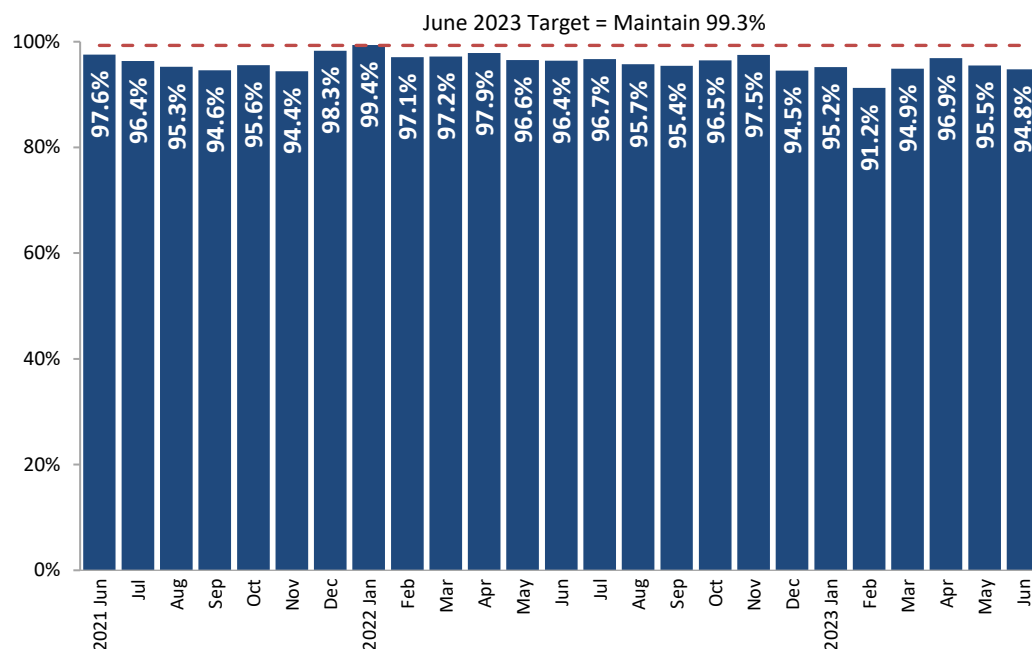
- DDA will report quarterly on the number of DDA employees certified as leaders in diversity and inclusion.

Developmental Disabilities Administration

Increase Organizational Efficiency, Performance and Effectiveness

Percent of clients enrolled in the Enhanced Case Management Program (ECMP) who have required visits completed on-time

Statewide



DATA SOURCE: WaCareRpt database; supplied by Andrew McDonald, DDA.

MEASURE DEFINITION: Percent of clients enrolled in the Enhanced Case Management Program (ECMP) who have required visits completed on-time (at least once every four months).

DATA NOTES:

TO DATA: <https://www.dshs.wa.gov/data/metrics/ADX.26.xlsx>

SUMMARY

- Updated discussion and action plans for this measure are located in the DDA Strategic Plan.
- In 2016, the legislature appropriated funding to provide enhanced case management services to approximately 700 clients who may be at higher risk of abuse or neglect based on various risk factors.
- Legislation requires DDA to conduct visits with clients on this caseload at least once every four months, including unannounced visits as needed to:
 - Promote a person-centered, holistic approach to service;
 - Ensure quality of care;
 - Assist clients, families, and providers to access available resources; and
 - Promote community integration through use of paid and non-paid supports.

ACTION PLAN

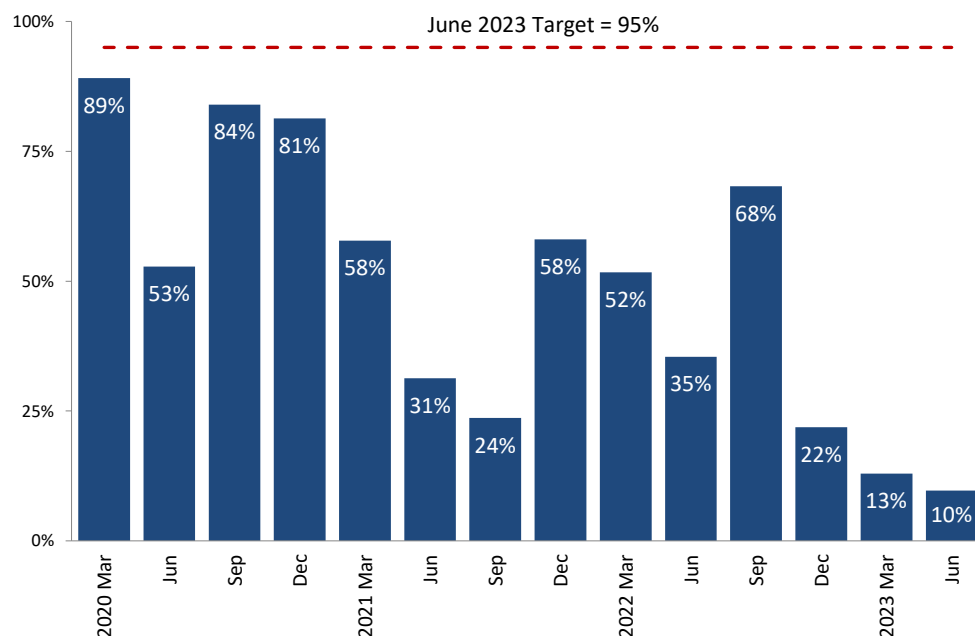
- Ensure that 99.3 percent of clients enrolled in the ECMP receive required visits per RCW 71A.12.320.
- Provide monthly reports to DDA executive management team regarding caseload and visit activity.

Developmental Disabilities Administration

Increase Organizational Efficiency, Performance and Effectiveness

Percent of RHC and SOLA staff required to be certified in Therapeutic Options who are current in their certification training

Statewide



DATA SOURCE: DDA Learning Management System (LMS); supplied by Andrew McDonald, DDA.

MEASURE DEFINITION: Percent of RHC and SOLA staff required to be certified in Therapeutic Options who are current in their certification training. Numerator: number whose Therapeutic Options certification is current. Denominator: number who are required to complete Therapeutic Options certification training.

DATA NOTES: 1 Count is a snapshot of number whose certification is current during the quarter compared to the number who are not current. 2 Due to COVID-19 only the RHC staff that had completed Therapeutic Options were reported. No reports were available for SOLA as staff were not able to attend in-person classes for Therapeutic Options in the regions. SOLA training classes were newly recorded in LMS January, 2020 which could not produce a class report until January, 2021.

TO DATA: <https://www.dshs.wa.gov/data/metrics/ADX.30.xlsx>

SUMMARY

- Updated discussion and action plans for this measure are located in the DDA Strategic Plan.
- Therapeutic Options is an evidenced-based training that provides participants with a sensible approach to reducing violence and the use of restraint and seclusion in health care settings.
- The training program provides tools that caregivers can use to keep people safe while maintaining their commitment to positive approaches in serving individuals whose behaviors sometimes pose a danger to themselves and others.

ACTION PLAN

- Provide DDA executive management team with monthly report regarding the number of employees who have completed required Therapeutic Options training and those who have yet to complete it.
- Due to COVID-19 social distancing requirements, the physical intervention/classroom components of therapeutic options training were not able to be completed. A drop in compliance here was already anticipated due to a higher standard for training implemented in January 2020, raising the standard from bi-annual to annual.