



DEVELOPMENTAL DISABILITIES ADMINISTRATION

# Strategic Plan 2019-2021

*January 2019*



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## EXECUTIVE SUMMARY



Every day the Developmental Disabilities Administration empowers people to live the lives they want. This plan is about the work and the expected outcomes to accomplish our mission.

– Evelyn Perez, Assistant Secretary  
Developmental Disabilities Administration

[Link to DDA Organizational Chart](#)

People with developmental disabilities and their families are valued in our state. [Developmental Disabilities Administration](#) (DDA) programs are aimed to help individuals with developmental disabilities and their families get services and supports based on need and choice.

DDA offers a range of safe, high-quality community, employment and residential services and supports on a \$1.50 billion annual budget.

Within the Department of Social and Health Services (DSHS), more than 3,700 DDA employees statewide offer:

- **Case Management** for assessments, determining service and support planning to more than 47,400 individuals with a paid and no-paid service.
- **Community First Choice** is a Medicaid-covered program that offers over 17,000 clients in-home supports for help with eating, bathing, dressing, housekeeping, laundry, meals, etc., to help increase independence or to substitute human help.
- **Community residential supports** such as state-operated living alternatives, supporting living and adult family homes for more than 6,400 individuals to live in and take part in the community.
- **Employment, community support and child development services** that offer increased independence from social-service systems for more than 15,000 individuals.
- **Home and community-based waivers** provide more supports for Medicaid state-plan services. DDA offers services under five waivers to over 20,000 individuals to live in their own communities rather than in an institutional setting.
- **Residential Habilitation Centers (RHCs)** are state-operated settings that provide 24-hour housing support and training in daily living skills. Four RHCs in Washington State serve 770 residents.

### Developmental Disabilities Administration Mission, Vision, Values

#### Mission

Transforming lives by providing support and fostering partnerships that empower people to live the lives they want.

#### Vision

Support individuals, continually improving supports, individualizing supports, building support plans based on needs, and engaging individuals and families

#### Values

Respect, Person-Centered Service Planning, Partnerships, and Community Participation



## AGENCYWIDE PRIORITIES AND GOALS

This Strategic Plan addresses the Secretary’s priorities for all of DSHS and sets measurable objectives and goals. We frequently monitor our progress to ensure DSHS serves our clients and Washington State to the best of our ability. Every DSHS employee contributes to addressing the priorities and accomplishing the objectives in this strategic plan.

The DSHS Secretary has chosen priorities for the agency based on discussions with staff, clients, stakeholders, the Governor’s Office, legislators and others. These priorities address current needs and anticipate the future. By working together across administrations, DSHS will be able to deliver a range of quality of services to Washington residents, work efficiently and effectively, and be an employer of choice for our staff. The DSHS Secretary has five agency wide priorities:

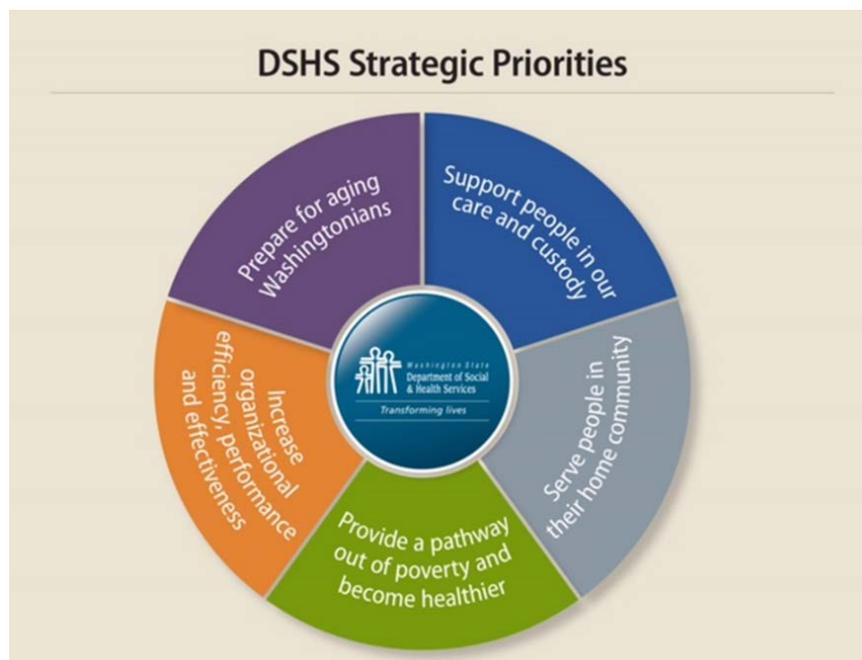
- Prepare for aging Washingtonians.
- Support people in our care and custody.
- Serve people in their home community.
- Provide a pathway out of poverty and become healthier.
- Increase organizational efficiency, performance and effectiveness.

Each strategic objective in this agency wide plan supports the five broad goals for DSHS:

- Health: Each individual and each community will be healthy.
- Safety: Each individual and community will be safe.
- Protection: Each individual who is vulnerable will be protected.
- Quality of Life: Each individual in need will be supported to attain the highest possible quality of life.
- Public Trust: Strong management practices will ensure quality and efficiency.

Both the Secretary’s priorities and DSHS goals align with:

- Results Washington’s objective of better results for Washingtonians.
- The Governor’s goal of Healthy and Safe Communities.
- The Governor’s goal of Efficient, Effective and Accountable Government.



## STRATEGIC OBJECTIVES

Below are the details of the DDA Strategic Objectives. Each Strategic Objective supports a DSHS strategic priority. The narratives below describe why the objective is important, what constitutes success and provide an action plan. The Developmental Disabilities Administration monitors progress in meeting strategic objectives, reports on it quarterly on the [DSHS website](#) and updates objectives as needed.

### DSHS STRATEGIC PRIORITY: SUPPORT PEOPLE IN OUR CARE AND CUSTODY

**Importance:** We must provide top-notch care and supports for the people in our care and custody, whether they reside in a community-based setting or in one of our 11 residential facilities. Equally important is the safety of our employees who provide the care. Well-maintained facilities that have adequate space and staffing are another important element of the care and comfort of their residents.

Based on this, DSHS has established the following strategic objectives to support how we will care for those in our care.

#### **1.1: Ensure clients receiving supported living, group home, and group training home services get regular medical and dental care and that health needs are identified and addressed.**

*Decision Packages: 040 – ML – DA - Utilization of Residential Services, 040 – ML – DM - Minimum Wage, 040 – ML – EE - Continue Consumer Directed Employer, 040 – PL – 4U - Aging Caregivers, , 040 - PL - 4Y - Community Residential Rate Increase, 040 – PL – DP - Supported Living Investigators, 040 – PL – DX - Electronic Visit Verification, 040 – PL – ET - CARE Modernization*

**Importance:** Regular medical and dental exams can help identify issues before they become more difficult to address. By getting the right health care services, preventative screenings and treatments, individuals who have regular medical exams have improved chances of living longer, healthier lives.

**Success Measure 1.1.1:** Increase the percentage of clients receiving certified residential services<sup>1</sup> who visit a doctor at least once a year from 73 percent in June 2018 to 86 percent by June 2019.

*See Chart ADX.38: Number of clients receiving certified residential services who visited their doctor in the last 12 months*

#### **Action Plan:**

- Provide case resource managers ongoing training and support to help them understand the value and importance of clients having regular medical exams.
- Provide the 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 data quarterly with central office and regional executive management teams to ensure targets are being met and to note areas of concern.

<sup>1</sup> Certified residential includes supported living, group home and group training home services



**Success Measure 1.1.2:** Increase the percentage of clients receiving certified residential services who visit a dentist at least once a year from 74 percent in June 2018 to 86 percent by June 2019.

See Chart ADX.39: Number of clients receiving certified residential services who visited their dentist in the last 12 months

**Action Plan:**

- Provide case resource managers ongoing training and support to help them understand the value and importance of clients having regular dental exams.
- Provide the 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 data quarterly with central office and regional executive management teams to ensure targets are being met and to note areas of concern.

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**DSHS STRATEGIC PRIORITY: SERVE PEOPLE IN THEIR HOME COMMUNITY**

**Importance:** Studies show us that most people in rehabilitation and recovery do better when they live in their home communities. Our clients must be able to get the care and supports they need in the settings they need and want. The Governor’s Office, our agency and others are embarking on an ambitious Mental Health Transformation project to increase the availability of specialized supports in adult family homes and other facilities for individuals in recovery. We also are focused on developing more community living alternatives so people diagnosed with developmental disabilities so they can live, work and play closer to their families, friends and loved ones.

Based on this, DSHS has established the following strategic objectives to support how we will serve people in their home community.

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**2.1: Support individuals with developmental disabilities to be able to receive services that support them in living in their own communities rather than in facility-based settings.**

*Decision Packages: 040 - PL - 4S - Community Transition Expansion, Decision Packages: 040 – ML – DA - Utilization of Residential Services, 040 - ML - DH - Continue 47 SOLA Placements, 040 - PL - 4Y - Community Residential Rate Increase, 040 – ML – EF - Continue Discharge Placements*

**Importance:** Individuals with developmental disabilities should have access to services and resources that meet their needs and promote activities, routines and relationships. This includes being able to live in communities, rather than in facility-based settings.

**Success Measure 2.1.1:** Increase the percentage of Developmental Disabilities Administration (DDA) clients served in home and community-based settings from 97.4 percent in July 2017 to 97.6 percent by June 2019.

See Chart AD1.2: Percent of clients with developmental disabilities served in home and community-based settings

**Action Plan:**



- Ensure all clients requesting services receive an assessment to determine eligibility for community-based services.
- Provide Roads to Community Living funds to assist clients with their transition during the first 12 months after moving.
- Conduct quarterly performance data reviews at the executive level to ensure targets are met.

**Success Measure 2.1.2:** Increase State Operated Living Alternative (SOLA) placements for 15 individuals who reside at Western and Eastern State Hospitals by June 2019.

See Chart ADX.37: Number of DDA State-Operated Living Alternative (SOLA) placements for DDA clients at Western and Eastern State hospitals

**Action Plan:**

- Work with staff at Western and Eastern State hospitals to determine client discharge readiness.
- Obtain homes in the community and recruit, hire and train staff to support clients in the SOLA program as funding becomes available and as clients are ready for discharge.
- Conduct at least three quality assurance surveys during the first 12 months after a client has moved to ensure that service and support needs are being met.

## 2.2: Use available funding to provide the services and supports clients need.

**Importance:** Waivers provide funding for services and supports necessary to serve over 20,000 individuals. DDA instills trust by ensuring that enrollment is at or near capacity in order to ensure that all available resources are used to meet the service needs of clients and their families.

**Success Measure 2.2.1:** Increase enrollment in the Basic Plus waiver from 8,434 individuals in July 2017 to 9,118 individuals by June 2019.

See Chart ADX.34: Enrollment on the Basic Plus Wavier

**Action Plan:**

- Waiver committee will review capacity-tracking report to determine available capacity prior to reviewing requests for enrollment.
- Waiver committee will conduct weekly meetings to review enrollment requests and determine if they should be approved or not.
- DDA executive leadership team will review caseload activity each quarter.

**Success Measure 2.2.2:** Increase enrollment in the Core waiver from 4,556 individuals in July 2017 to 4,672 individuals by June 2019.

See Chart ADX.35: Enrollment on the Core wavier

**Action Plan:**

- Waiver committee will review capacity tracking report to determine available capacity prior to reviewing requests for enrollment.
- Waiver committee will conduct weekly meetings to review enrollment requests and determine if they should be approved or not.
- DDA executive leadership team will review caseload activity each quarter.



**Success Measure 2.2.3:** Maintain an average quarterly caseload of at least 6,400 clients on the Individual and Family Services waiver.

See Chart ADX.36: Enrollment on the Individual and Family Services waiver

**Action Plan:**

- Waiver committee will review capacity-tracking report to determine available capacity prior to reviewing requests for enrollment.
  - Waiver committee will conduct weekly meetings to review enrollment requests and determine if they should be approved or not.
  - DDA executive leadership team will review caseload activity each quarter.
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**DSHS STRATEGIC PRIORITY: PROVIDE A PATHWAY OUT OF POVERTY AND BECOME HEALTHIER**

**Importance:** Whether people come to us for simple, short-term assistance or with more complex, long-term needs, we must be present to the whole person, offering the right benefits at the right time. Our participation in the Governor’s Poverty Reduction Workgroup and our own efforts to work with families to understand the cycle of intergenerational poverty will give us the tools we need to help individuals and families achieve economic stability.

Based on this, DSHS has established the following strategic objectives to support how we will provide a pathway out of poverty and becoming healthier.

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**3.1: Increase the number of working-age adults with a developmental disability who are employed.**

*Decision Package: 040 – ML – DN - High School Transition Students*

**Importance:** Developmental Disabilities Administration (DDA) is committed to providing employment support to all working-aged adult clients. Having a job and earning a wage are powerful achievements. Increasing access and opportunities for employment allows individuals to fully participate in their communities.

**Success Measure 3.1.1:** Increase the percentage of working-age adults with developmental disabilities receiving supported employment services who are employed from 66.2 percent in July 2017 to 67 percent by June 2019.

See Chart AD2.1: Percent of working-age adults with developmental disabilities receiving supported employment services who are earning a wage

**Action Plan:**

- Provide regional management teams and counties with quarterly data showing supported employment caseload and activities.



- Use appropriated funding to expand capacity on the Basic Plus waiver for individuals who are age 21, graduating from high school, Medicaid-eligible and interested in pursuing supported employment services.
  - Seek technical assistance provided by the Centers for Medicare and Medicaid Services to evaluate “Value Based Purchasing” model. This may provide valuable information and options for financial and non-financial incentives to increase employment of clients with high-acuity needs.
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#### DSHS STRATEGIC PRIORITY: INCREASE ORGANIZATIONAL EFFICIENCY, PERFORMANCE AND EFFECTIVENESS

**Importance:** At DSHS, we strive every day to get even better at what we do, no matter how each of us contributes to our agency mission. If we are to continue transforming lives, an important piece of that is transforming ourselves. Our most important resource is our professional, caring, compassionate staff. We need to continue our efforts to be an employer of choice – recruiting and retaining individuals committed to a career in public service. We will keep a laser focus on equity, diversity and inclusion. Those values are foundational to every aspect of our work with clients and in our day-to-day interactions with each other. Data will be used to drive decisions that will ensure our work is effective, efficient and accurate.

Based on this, DSHS has established the following strategic objectives to support how we will increase organizational efficiency, performance and effectiveness.

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### 4.1: Ensure that services and supports provided to clients in certified residential settings meet regulatory requirements and quality of care standards.

*Decision Packages: 040 – PL – DP - Supported Living Investigators, 040 - PL - 4Y - Community Residential Rate Increase, 040 – PL – 4V - Critical Services and Supports, 040 – ML – DM - Minimum Wage*

**Importance:** More than 4,200 individuals across the state receive community-based residential services from more than 135 contracted providers. Timely and consistent background checks for staff, routine community engagement for the individuals we support and quality support plans reflecting industry best practices are three key indicators of safe, integrated and quality service.

**Success Measure 4.1.1:** Certified residential providers will receive fewer than four background-check-related citations each per quarter by June 2019.

*See Chart ADX.41: Number of background check related citations for certified residential service providers*

#### Action Plan:

- Provide certified residential service providers with training and technical assistance.
- Give residential service providers the option of a background check-tracking tool.
- Review performance data quarterly with central office and regional executive management teams to ensure targets are met and to note any issues.

**Success Measure 4.1.2:** Certified residential service providers sampled will provide clients with at least 4.6 days of support in accessing community-based activities for three consecutive quarters during the 2017-19 biennium.



See Chart ADX.21: Average number of days in a seven-day period in which individuals in supported living programs accessed community-based activities

**Action Plan:**

- Share community activity data and promote residential providers’ support of community activities at regional provider meetings.
- Follow up, involve case management and provide technical assistance as appropriate, for clients identified to have two or fewer community outings in sampled weeks.
- Provide access to online training and encourage residential provider staff to support clients in accessing community-based activities.

**Success Measure 4.1.3:** 180 Developmental Disabilities Administration (DDA) employees or DSHS contractors will complete a standardized “functional assessments and positive behavior support plan” training by June 2019.

See Chart ADX.27: Number of employees who completed standardized “functional assessment and positive behavior support planning” training

**Action Plan:**

- Promote training through the DDA website, GovDelivery and residential provider meetings.
- Monitor regulatory compliance and encourage course completion for providers with citations related to behavior support planning.
- Offer ongoing access to online training and provide at least one instructor-led training each quarter for employees of certified residential providers.

## **4.2: Conduct timely assessments to ensure that services authorized are adequate in supporting identified health and welfare needs.**

*Decision Packages: 040 – PL – ET - CARE Modernization, 040 – ML – OU - Forecast Cost-Utilization, 040 – ML – 93 - Mandatory Caseload Adjustments, 040 – ML – 94 - Mandatory Workload Adjustment, 040 – ML – DQ - RHC - Compliance, 040 – PL – 4A - Financial Eligibility Capacity, 040 – PL – 4V - Critical Services and Supports*

**Importance:** Assessments are used to identify a person’s health and welfare needs, determine financial and functional eligibility and the service(s) a person is authorized to receive. It is important to complete assessments timely because they affect a person’s life and because it improves service delivery.

**Success Measure 4.2.1:** Maintain a 95 percent on-time completion rate of initial assessments by June 2019 to ensure support needs are evaluated timely.

See Chart ADX.24: Percent of initial assessments completed on-time for clients with developmental disabilities requesting services

**Action Plan:**

- Provide a monthly assessment timeliness report to regional leadership teams.
- Review performance data quarterly with regional executive management teams.
- Provide case resource managers training and ongoing support to better equip them with knowledge and skills to administer an assessment.



**Success Measure 4.2.2:** Maintain a 99 percent on-time completion rate of annual reassessments to review the effectiveness of authorized services and determine if support needs have changed by June 2019.

See Chart ADX.1: Percent of annual reassessments completed on time for clients with developmental disabilities requesting services

**Action Plan:**

- Provide a monthly assessment timeliness report to regional leadership teams.
- Review performance metric data quarterly with regional executive management teams.
- Provide case resource managers training and ongoing support to better equip them with knowledge and skills to administer an assessment.

**Success Measure 4.2.3:** Maintain on-time completion of annual individual habilitation plans of individuals residing at a residential habilitation center at 95 percent or greater each quarter by June 2019.

See Chart ADX.40: Percent of annual individual habilitation plans completed on time each quarter

**Action Plan:**

- Provide a monthly report regarding timeliness of completing individual habilitation plans.
- Quarterly review a sample of individual habilitation plans at each residential habilitation center to ensure they are updated within a year of the individual habilitation plans.
- Provide residential habilitation centers with a quarterly report showing the trend of timeliness in completing individual habilitation plans.

### **4.3: DDA will continue to support and promote equity, diversity, and inclusion in the workplace by recruiting, hiring, training, and retaining a diverse workforce through effective promotion, communication, and training.**

**Importance:** DDA is committed to promoting equity, diversity, and inclusion with the goal of creating a workplace environment of mutual respect and equal opportunity. Motivated and engaged staff will lead to better staff retention, organization health, identification of emerging leaders, and improved customer outcomes. Equity, diversity, and inclusion are core DDA values.

**Success Measure 4.3.1:** Increase the percentage of DDA employees who complete a DSHS equity, diversity, and inclusion training to 95 percent by June 2019.

See Chart ADX.32: Percent of DDA employees who complete a DSHS equity, diversity, and inclusion training.

**Action Plan:**

- DDA will provide online and instructor-led trainings for employees to take in the DSHS Learning Management System.
- DDA staff will provide quarterly reports to executive management team regarding progress achieved.
- DDA will add requirement to complete at least one DSHS Equity, Diversity, and Inclusion training by June 2019 to DDA employee position description forms.

**Success Measure 4.3.2:** Increase the number of DDA employees certified as diversity and inclusion leaders from 4 to 12 by June 2019.



See Chart ADX.42: Cumulative number of DDA employees identified and certified as diversity and inclusion leaders.

**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 incorporate practices/principles of equity, diversity and inclusion in their respective facilities and offices.
- DDA will report biannually on the number DDA employees identified as leaders in diversity and inclusion efforts.

**Success Measure 4.3.3:** Ensure that 90 DDA hiring managers complete Cultural Humility training by July 2019.

See Chart ADX.31: Number of supervisors completing Cultural Humility training.

**Action Plan:**

- Regional leadership teams will identify hiring managers to attend training.
- DDA staff will provide quarterly reports to management teams regarding progress toward achieving this success measure.
- DDA will add the requirement of completing cultural humility training in hiring manager's annual performance plan.

#### **4.4: Train DDA employees to perform their duties in a manner that promotes safety in the workplace.**

**Importance:** Safety and continuity of work processes are critical components to ensure the health and safety of clients and staff.

**Success Measure 4.4.1:** Increase the percentage of DDA employees that complete the online DSHS Active Threat training to 95 percent by June 2019.

See Chart ADX.29: Number and percent of DDA employees completing the online DSHS Active Threat training.

**Action Plan:**

- Offer an online training course for employees to take in the DSHS Learning Management System.
- Provide regional and residential habilitation center management teams with monthly report regarding the number of employees who have completed the training.
- Review performance data with executive management team each quarter.

**Success Measure 4.4.2:** Ensure all clients enrolled in the Enhanced Case Management Program (ECMP) receive a visit from a DDA case resource manager at least once every four months. The visit will evaluate the effectiveness of authorized services in meeting assessed support needs by June 2019.

See Chart ADX.26: Percent of clients enrolled on the Enhanced Case Management Program who have required visits completed on time.

**Action Plan:**



- Ensure 99 percent of clients enrolled on the ECMP receive a visit at least once every four months.
- Case resource managers will document scheduled, unannounced and refused visits in client record.
- Review performance data with executive management team each quarter.

**Success Measure 4.4.3:** Increase the percentage of residential habilitation center and state operated living alternatives employees whose Therapeutic Options certification is current each quarter from 74 percent in June 2018 to 95 percent by June 2019.

See Chart ADX.30: Percent of RHC and SOLA employees who required to be certified in Therapeutic Options who are current in their certification training.

**Action Plan:**

- Therapeutic Options training will be provided to residential habilitation center and state operated living alternatives direct support professionals.
  - Residential habilitation center and state operated living alternatives program managers will provide monthly reports regarding the number of employees whose Therapeutic Options certification is in good standing and the number of those who need to be certified/recertified.
  - Review performance data with executive management team each quarter.
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