



**District of Columbia
Department of Human Services**

Integrated Service Delivery Model

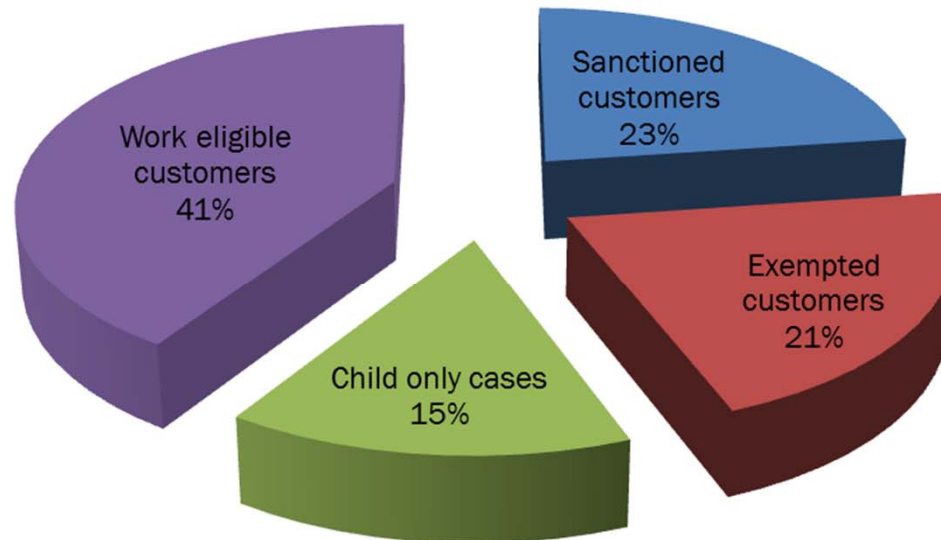
October 2011



DEFINING THE PROBLEM



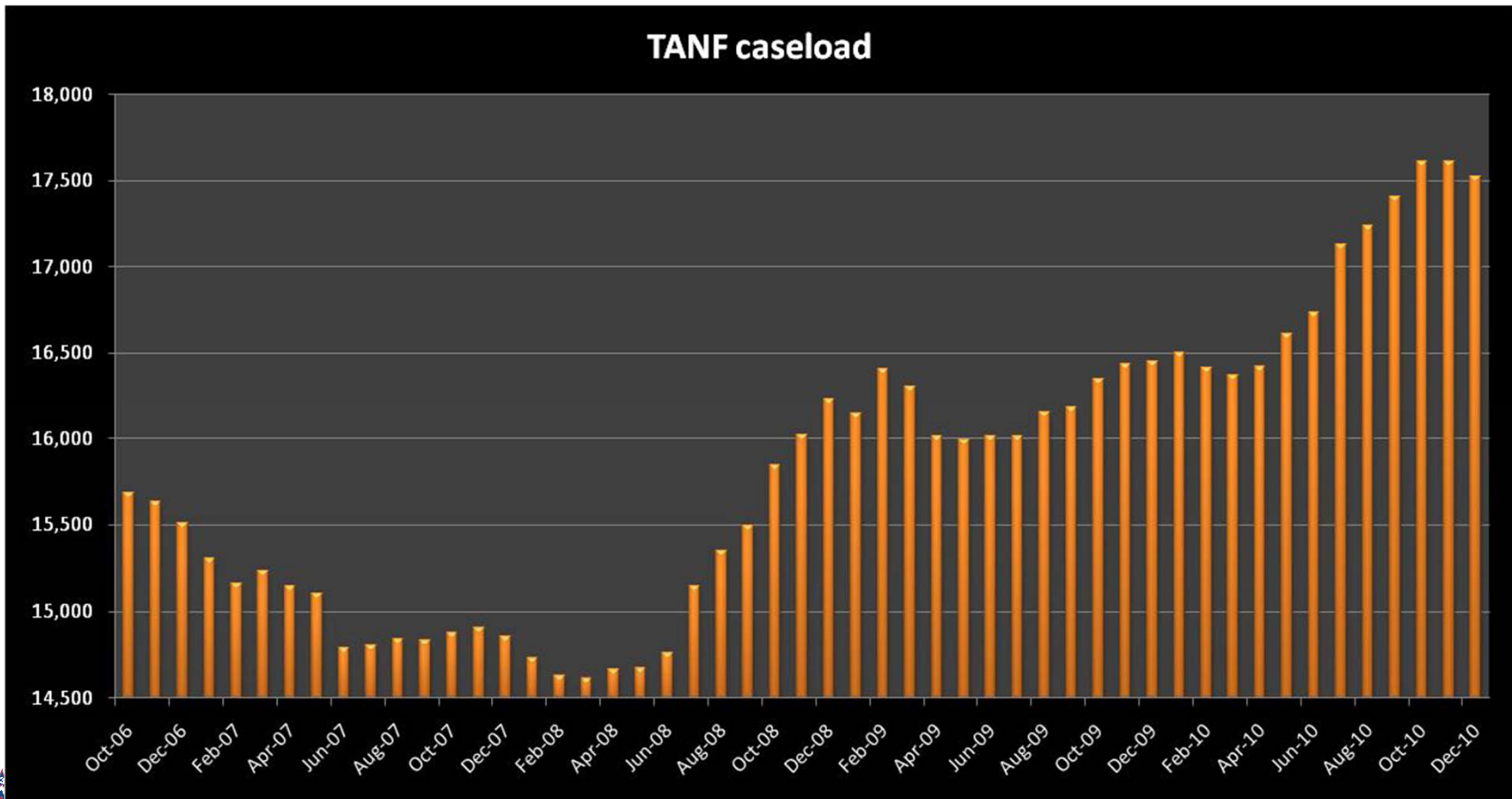
The District's TANF population



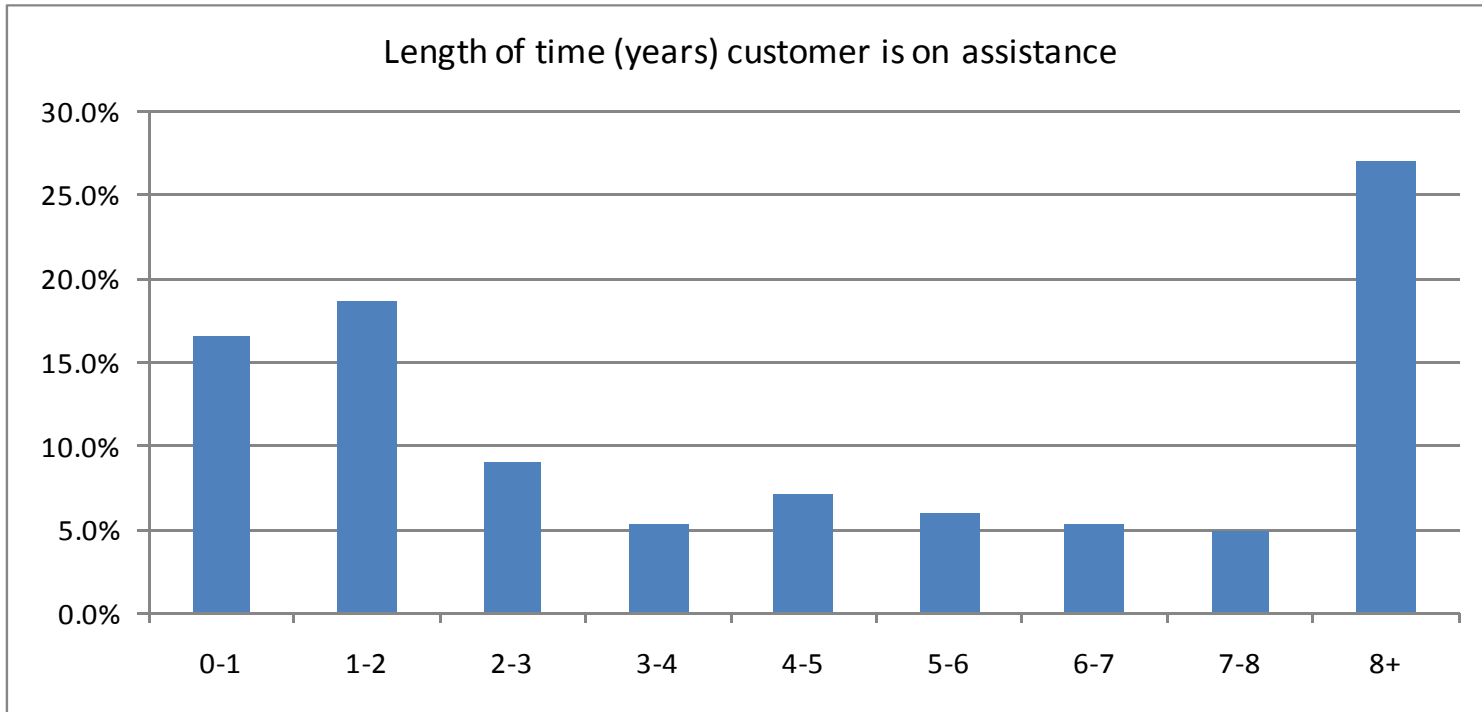
In FY10, net monthly increase in caseload = 100 cases per month

Defining the Problem

Growing Caseloads

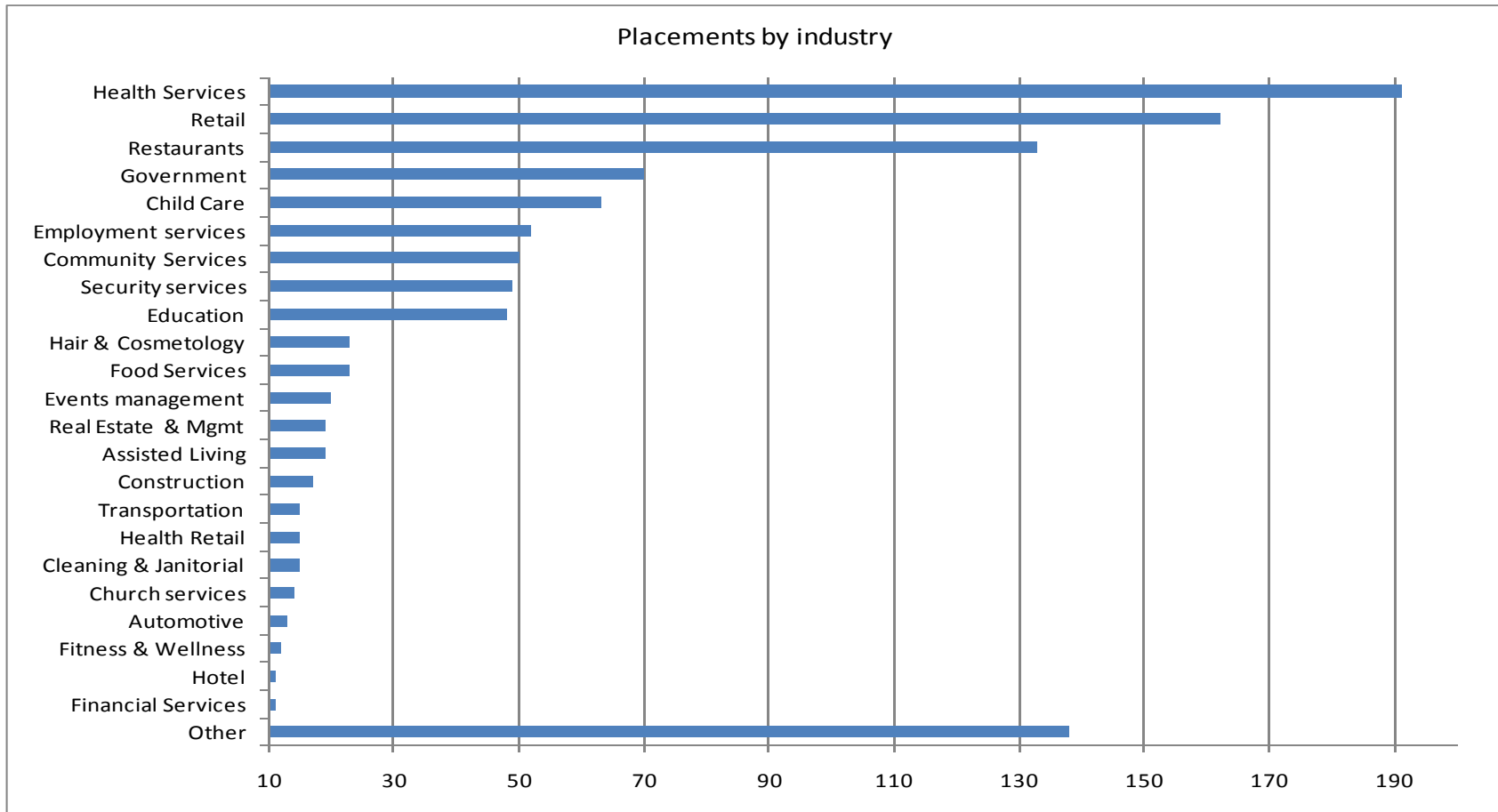


High Percentage of TANF Long-stayers



Over 6600 are Work Eligible

Low Wage Low Skilled Jobs



41% jobs were in health care, retail and restaurants.

Wages in healthcare averaged \$11.61 hr

Wages in restaurants averaged \$8.25 hr

Low Job Retention Rates

January 2010 through December 2010

- 1,600 TANF customers into employment.
- Of those, 28% lost their jobs during the same time period.
- Of those who lost jobs, 37% became unemployed within 30 days of entering employment and
- 63% became unemployed within 60 days of their employment start date.
- Over 50% of the District's TANF households report addresses in Wards 7 and 8; and over 60% of those that have engaged with an employment contractor report addresses in Wards 7 and 8.





What Do We Do?



Focusing on what we have – not on what we wish we had

Human Services agencies have traditionally focused on what they don't have: adequate resources; sufficient funding; or enough time to get all the work done. Instead, let us focus on our strengths.



Compassionate Caseworkers



Strong Communities



Extended Families



Stable Infrastructure

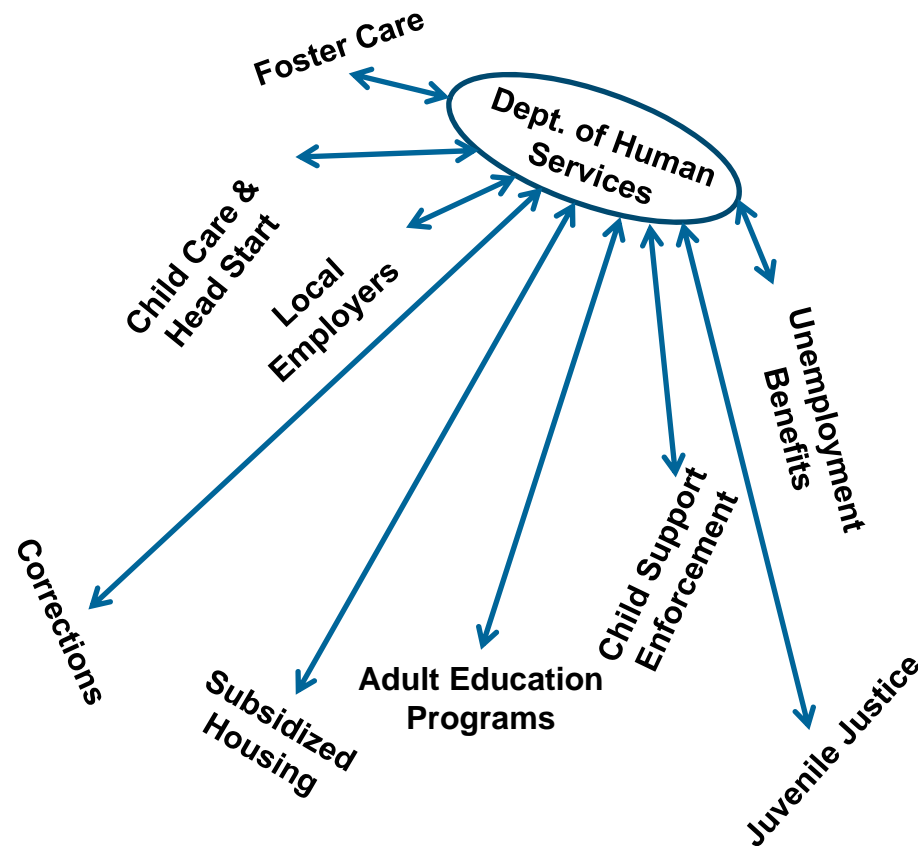


Dedicated Volunteers



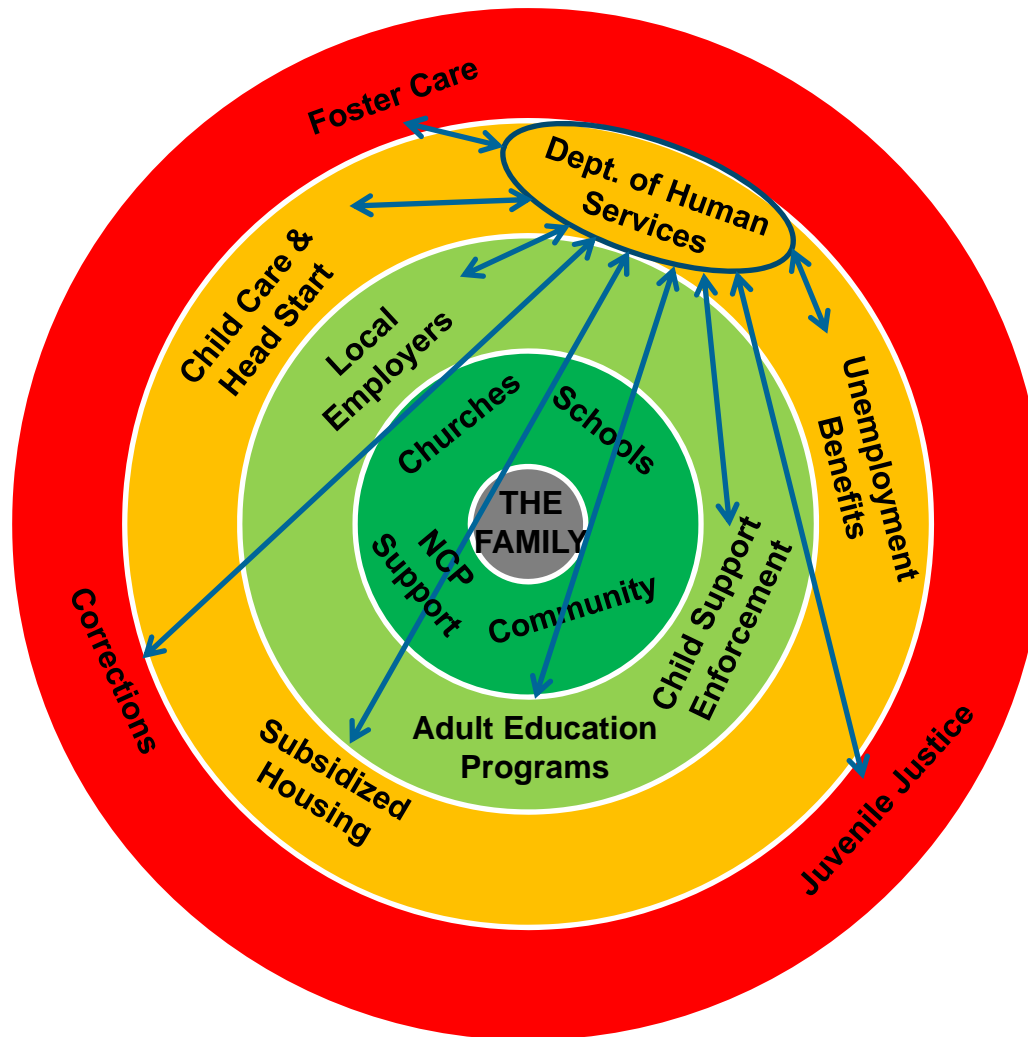
Changing how we work together to provide more support

Traditionally, Human Services organizations have taken an “agency centered” view of the services they provide. We implement policies and systems to share data, but we don’t shift our mindset.



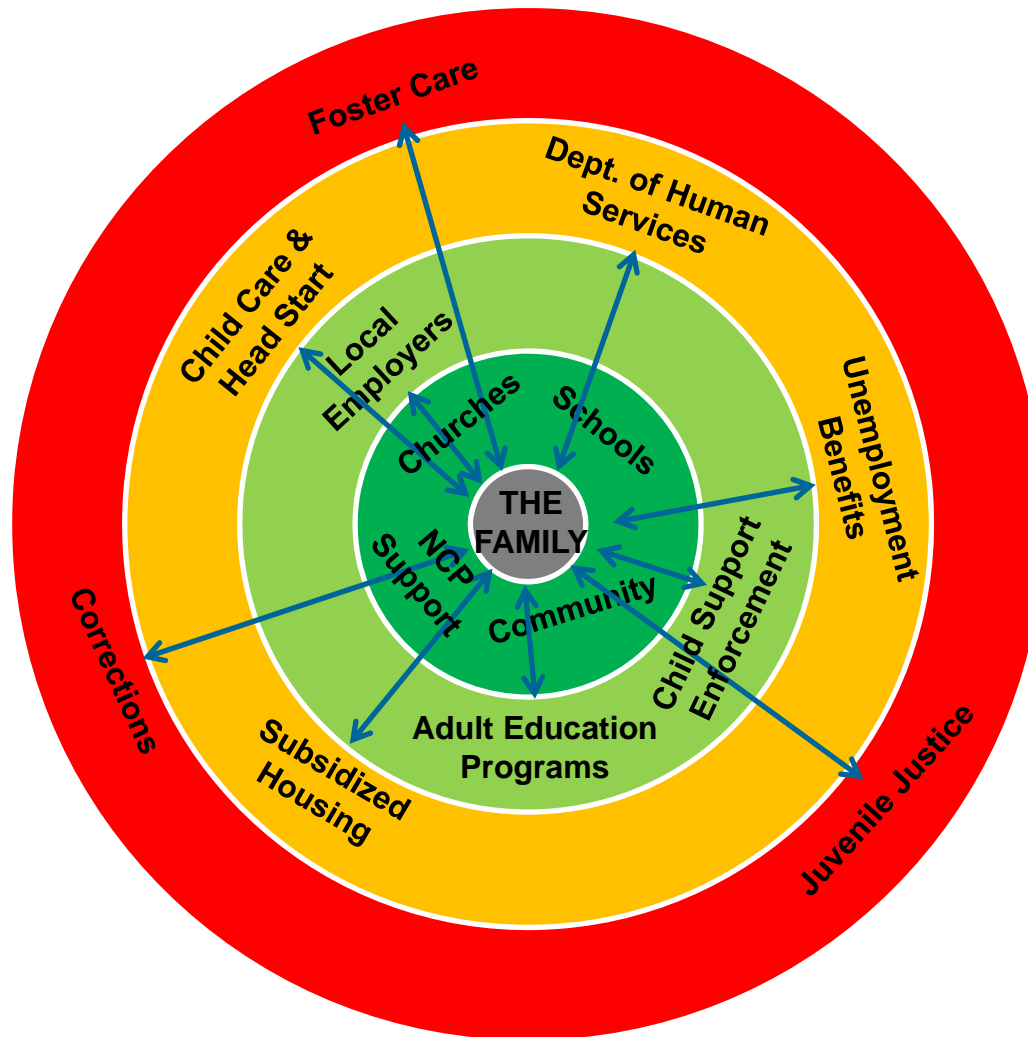
Where is the family?

If we are Agency Centered, our focus is what we (and other agencies) can do. Instead, we should be family centered focusing on what (they) need – even if it is provided by the community or family itself.



Putting the family in the center

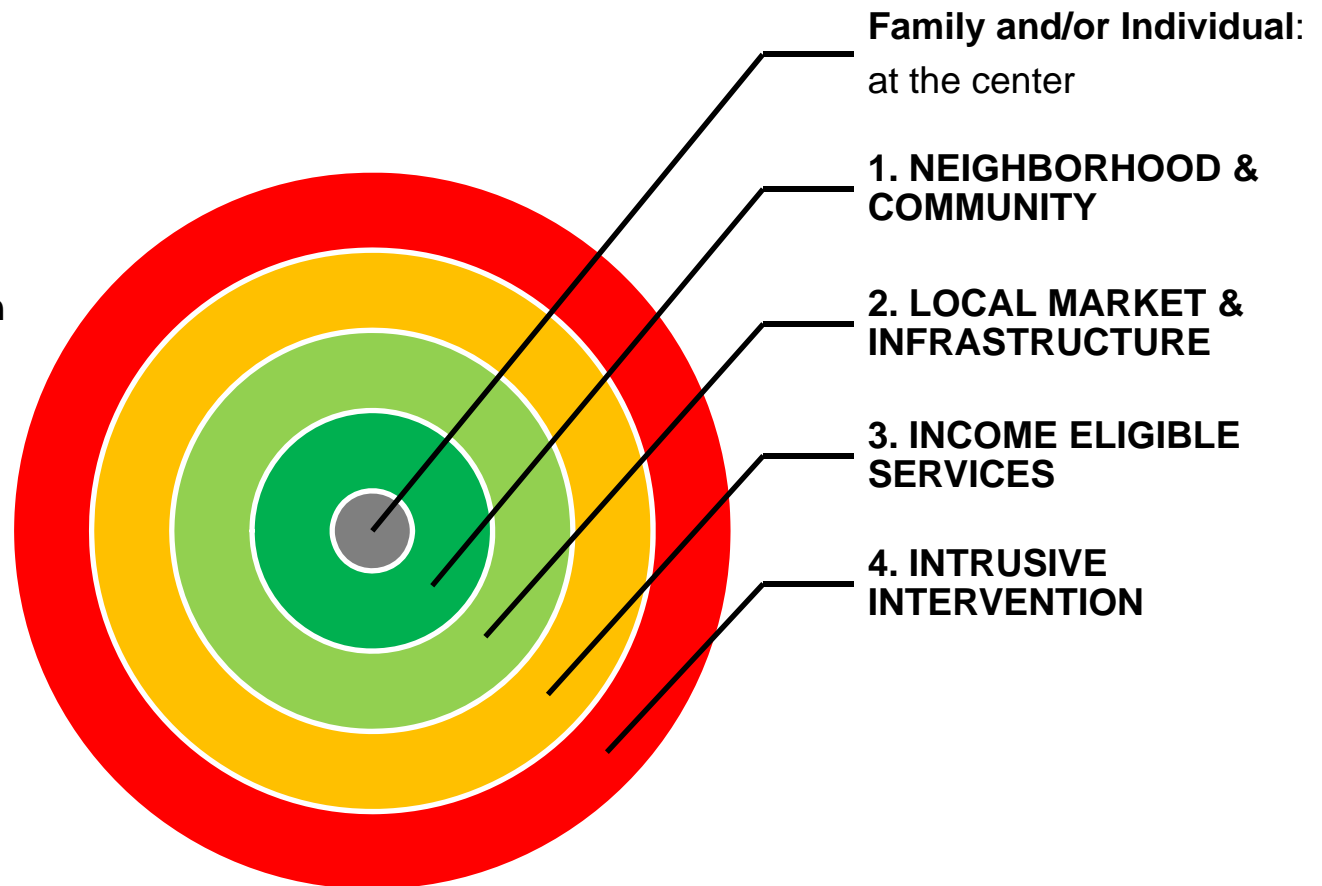
The result is a recognition that government agencies are one of many types of support that can help a family. We need to work with and strengthen the most effective types of support, not just our own.



The Integrated Services Model – Overview

In this model, there are many “layers of support” that can help a family or individual become more self-sufficient. Human Services agencies do not appear until the 3rd level.

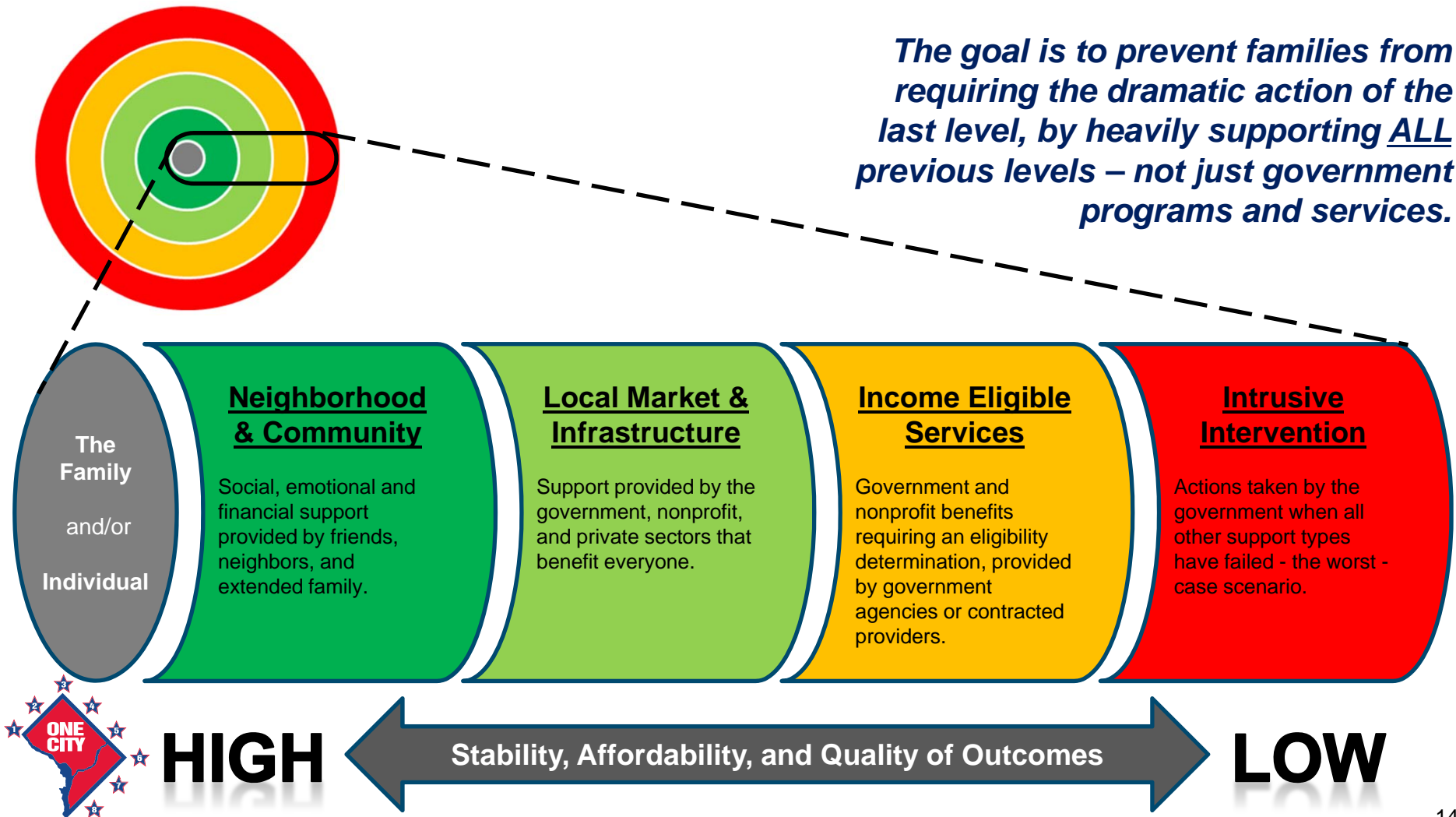
- Each Support Circle is a prevention program for the ones that follow
- Levels near the center result in low-cost, high quality outcomes
- With each subsequent level, costs increase and quality of outcomes decreases



The Integrated Services Model – Detail

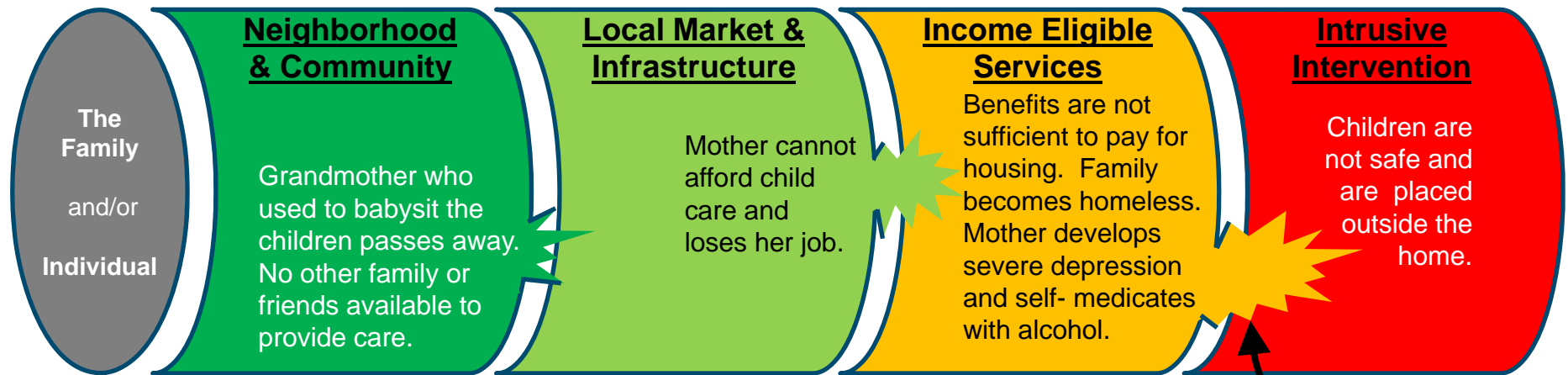
Self-sufficient individuals and families only require support from the services near the “Core”, while those in need may require government assistance or intervention.

The goal is to prevent families from requiring the dramatic action of the last level, by heavily supporting ALL previous levels – not just government programs and services.



Focus on the Margins to Maximize Impact

Negative events can cause an individual or family to “break through” the wall and require services at the next level – but with the proper support, they can rapidly return to their status quo.



With a small amount of support, these families can be more self-sufficient and not rely on government services

These families require urgent assistance to avoid needing more dramatic action (foster care, incarceration)

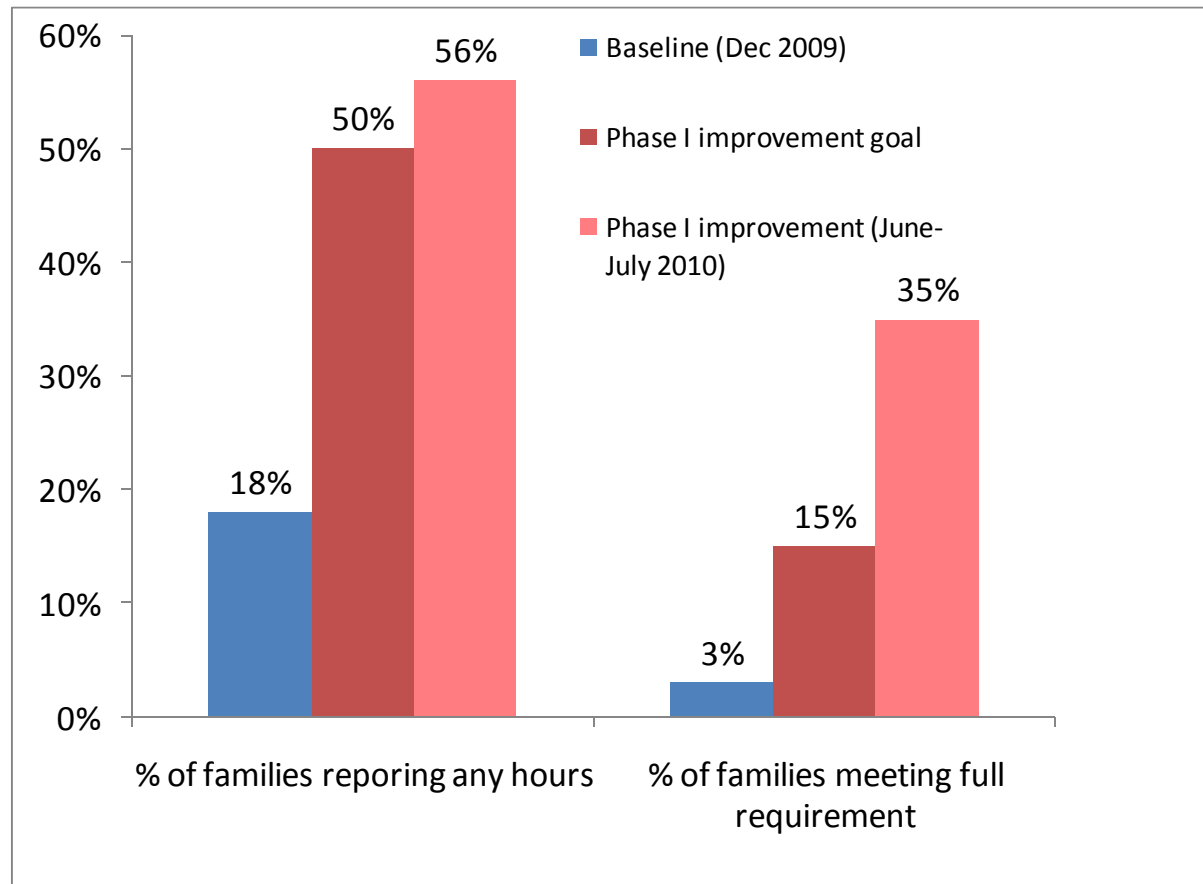
The goal is to prevent the barriers from “breaking”, making a family require support from the next level



When each support level is operating at optimum levels for the family or individual, it is also serving as a prevention program for the levels that follow

SIX SIGMA PILOT

TRAINING CASEMANAGERS, CUSTOMER FOCUSED, PROGRAM FLEXIBILITY YIELDS INCREASED RESULTS



187 Homeless families in scattered site and permanent supportive housing with dedicated case management

TANF Redesign: Integrated Services in Action

In the District of Columbia, long-term TANF benefits (beyond 5 years) are about to end. Families and individuals that have grown dependent on DHS services will require support during the transition.

- TANF Orientation and Assessments
- Customized support based on education and barriers
- Enforcement of Individual Responsibility Plans
- New models for working with vendors and other partners
- Solution-focused intervention to focus on strengths
- Doing the right thing rather than just doing things right

Progress rather than Perfection

There is no such thing as a perfect plan – but many states fail to get anything done while trying to achieve perfection.



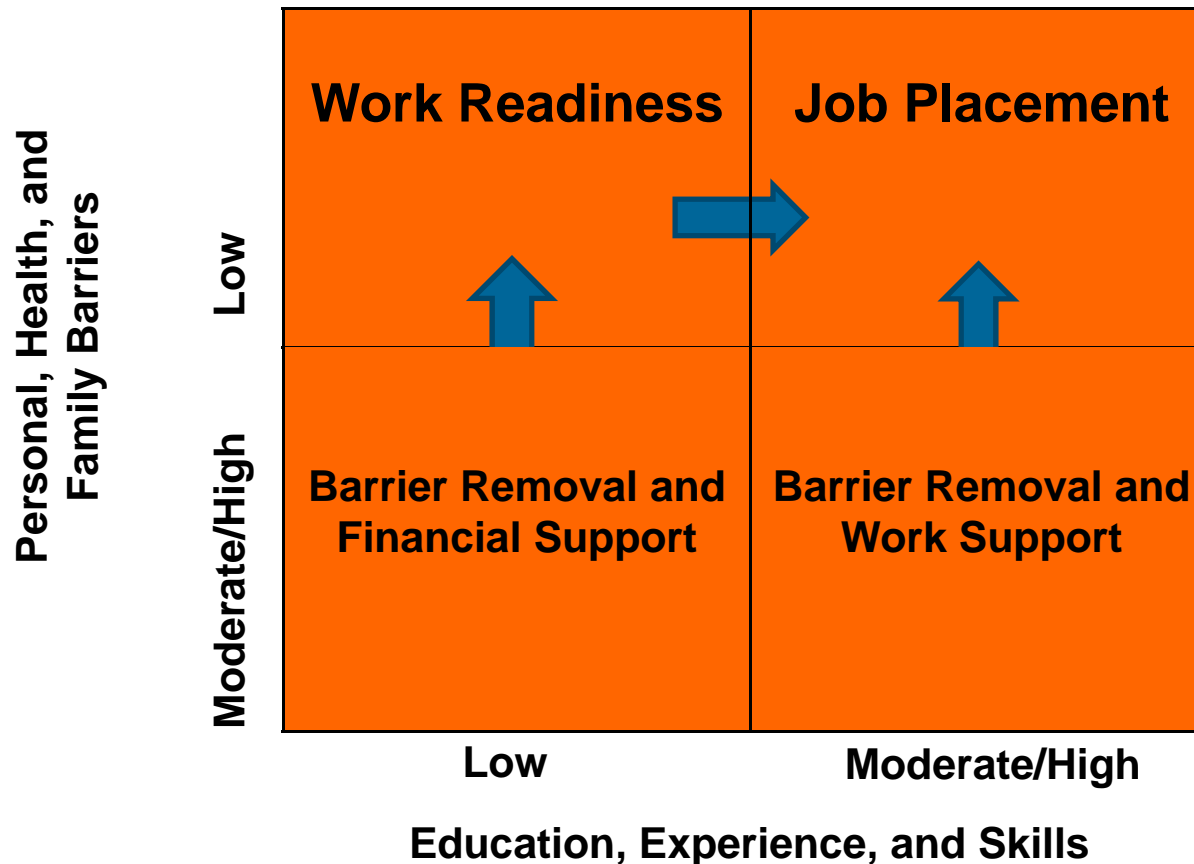


How Do We Get It Done?



Customized support based on education and barriers

The quadrants define where the primary case management is coming from, but they do not limit the support that is provided



Results of OWRA pilot clients broadly fit into four main categories- formed the framework for the referral logic

TANF Orientation and Assessments

- **Orientation**

- Communication of the “sense of urgency” – new sanction policy and time limits
- Creating an outlook of hope rather than dismay – no one deserves to be in poverty, and the program is here to help

- **Assessment**

- The largest source of information is the individual – what has worked and what hasn't
- Leverages solution-focused therapy
- Drives the Individual Responsibility Plan (IRP)
- Will be tracked in partnership with nonprofits and vendors



Solution-focused intervention that emphasizes strengths

- **Typical Questions:**

- How did you get by every day leading up to today? What changed that brought you here?
- With the problems you face, how do you manage to get through every day?
- What have you tried to address your problems? What worked, and what didn't?
- What if a miracle occurred and all of your problems went away – what would your life look like?



New models for working with vendors and other partners

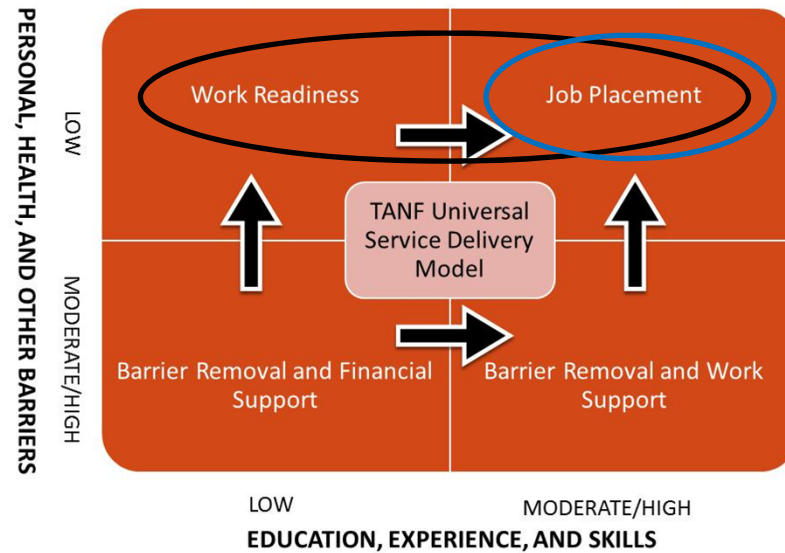
- Current vendor payment mechanisms do not encourage long-term, sustainable employment – we are paying for activities, and now we’ re paying for performance and outcomes
- To accomplish this, a detailed set of vendor goals and performance metrics will be implemented, tracked and reported
- DHS will continue to audit vendor records and perform quality checks
- DHS will eventually use technology to share appropriate data with partner organizations and sister agencies



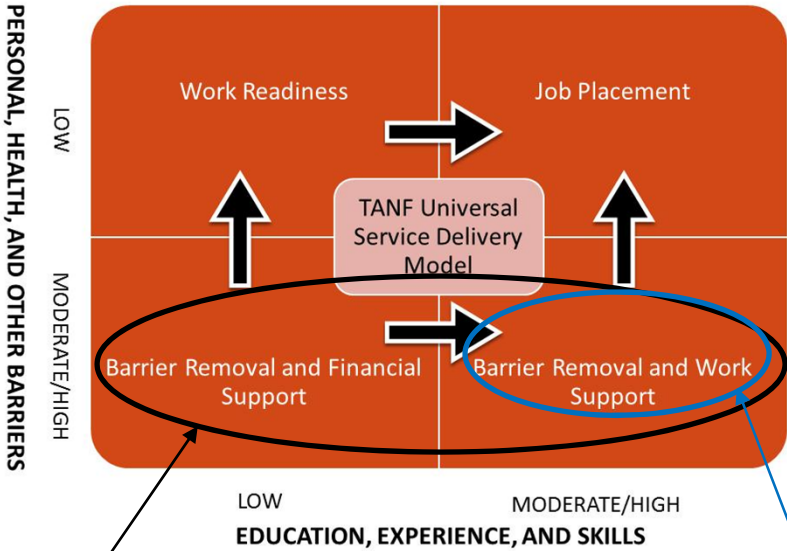
Employment related services to be provided by 2 distinct types of contractors

Work Readiness and Placement Services Provider
Solicitation No. DCJA-2011-R-0002

Job Placement Services Provider
Solicitation No. DCJA-2011-R-0001



Barrier remediation services to be provided by partner agencies



SSI Advocacy, Work Supports through DMH, RSA and others

Barrier remediation partnerships with DOES OSSE and others

Enforcement of Individual Responsibility Plans

- Clients negotiate their own plans – not dictated by government
- If someone is not holding up their part of the plan, talk to them about what is not working
- When multiple agencies are involved, clients have input into which group is primary for helping them follow their Plan
- **If someone is sanctioned, it is 50% our fault!**



Doing the right thing rather than just doing things right

- This approach requires a renewed emphasis on helping families and individuals climb out of poverty, not just administering a benefits program
 - Doing things right:
 - Did we get the right verification documents?
 - Are benefits disbursed timely?
 - Do our other metrics fall within acceptable standards?

These are important, but they don't change anything

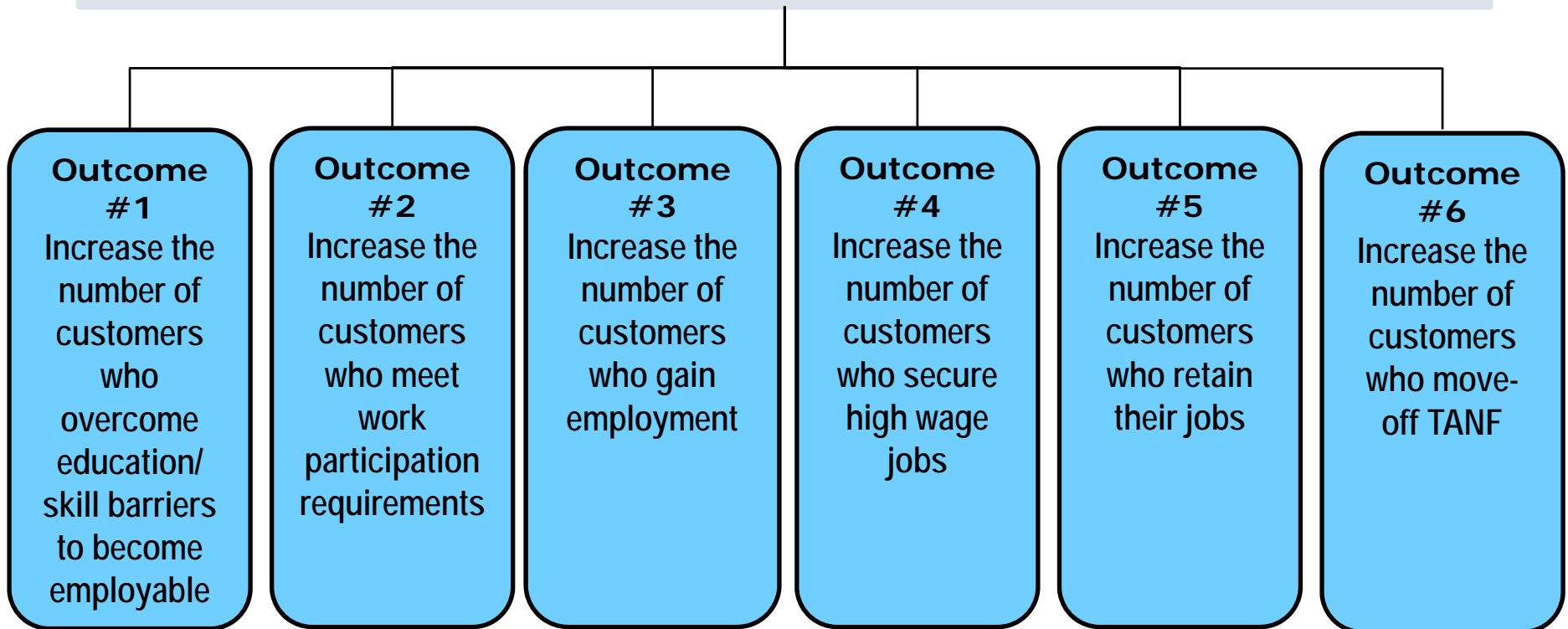
- Doing the right thing:
 - What brought the family in here?
 - What could be done to fix that?
 - How can we have the biggest impact on this families' situation?

These questions are more likely to drive outcomes



An accountable welfare-to-work program with a clear goal and defined outcomes

TEP Goal: Move TANF customers towards greater levels of self-sufficiency by assisting them in preparing for, finding, and retaining unsubsidized employment that provide family-sustaining incomes



Performance Metrics and Goals

GOAL	METRIC
Increase the number of customers who access needed programs and services	Rate at which customers are referred to barrier removal service providers
Increase the number of customers who overcome education and skill barriers to become employable	Rate at which customers successfully complete education/training program(s) in their IRP
Increase the number of customers who meet work participation requirements	Work participation rate for all customers assigned to providers of employment related services
Increase the number of customers who gain employment	Job placement rate for all customers assigned to providers of employment related services
Increase the number of customers who secure high wage jobs	Higher wage rate for customers assigned to job placement service providers
Increase the number of customers who retain their jobs	Job retention rate for all customers assigned to providers of employment related services
Increase the number of customers who move off TANF	Move-off TANF rate for all customers assigned to providers of employment related services



What's Next?

- **Focus on our strengths of the families and individuals that we serve**
- **Create hope for clients, and hope for our staff and our communities**
- **Be Willing to Ask for Help**
- **Train, Train, Train- Surprised at how little case managers know what TANF requires and how to assist their client**
- **Build a network and nurture it**
- **Partnership mindset- environment of mutual responsibility**
- **Don't let perfection get in the way of progress**



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