

The District of Columbia No Wrong Door Initiative

Semi-Annual Progress Report (April 2018)



Foreword

"It always seems impossible, until it's done." —Nelson Mandela

The District of Columbia's No Wrong Door Semi-Annual Progress Report highlights activities, accomplishments, outcomes, and challenges for the first half of fiscal year 2018. The structure of the semi-annual progress report reflects the District's major areas of focus for its goals and objectives — Governance and Administration, Person Centered Counseling, Outreach and Engagement, Cultural and Linguistic Competency, and Streamlined Access to Public Programs.

Each section of the report includes:

- Activities and accomplishments, how the activities and accomplishments helped us to reach our stated goals and objectives, and the partners who were involved;
- Measurable Outcomes based on activities;
- Challenges and the actions taken to address the challenges; and
- Products developed during the reporting period; and
- Opportunities for further work.



Governance & Administration

"A goal without a plan is just a wish." — Antoine de Saint-Exupery

Activities and Accomplishments

The District’s No Wrong Door (NWD) initiative has organized its goals for Governance and Administration into two areas: sustainability and achieving consensus. During this reporting period, the District made progress in both areas. The District’s Cross-Agency Leadership Council has continued to jointly plan and execute a robust set of goals. The NWD Initiative accomplished the following in support of the District’s stated goals and objectives:

- The NWD Resource Portal will be launched for the public in September 2018, unifying all NWD partner’s service information, creating the District’s first centralized Long Term Services and Supports (LTSS) information hub. This now includes five government partners (i.e., the Department on Disability Services (DDS), the District of Columbia Office on Aging (DCOA), the Department of Behavioral Health (DBH), Department of Health Care Finance (DHCF) and the Mayor’s Office of Veterans Affairs (MOVA). The NWD project management team, in collaboration with partner agencies, has scheduled internal and stakeholder usability testing, drafted a platform for service/vision planning with the goal of automating linkages to services and supports, and identified potential solutions for sustaining Person-Centered Training enrollment electronically.
- The NWD team continues to be represented on the interagency project management team that is overseeing the implementation of a new Multi-Agency Case Management System. As part of the implementation process, the NWD lead advises the team on creating an internal workflow to facilitate referrals amongst three district agencies (i.e., DDS, DCOA and DHCF), developing the capacity to generate Ad Hoc referrals to conduct linkages to external public programs/ community-based resources and identifying data points to be captured in a person’s profile including those that reflect their cultural and language needs and preferences.
- The NWD team is represented on the City Administrator’s customer service taskforce to build



person- and family-centered practices into customer service standards and protocols. The NWD person-centered lead presented on the District’s person-centered thinking training and suggested strategies to embed person-centered thinking principles into the District’s customer service standards and protocols.



- DCOA, a NWD partner agency, as part of its Medicaid administrative claiming efforts, drew down \$1,875,621 of Medicaid funds in FY17. DCOA estimates an additional \$1.7 million in their 2018 budget as a result of Medicaid claiming. DCOA’s Medicaid administrative claiming efforts were initiated with NWD support during the first year of the implementation grant. DCOA was one of two guest states (DC and MD) to present on an ACL administrative claiming national webinar with 95 attendees.
- The No Wrong Door Initiative Interagency Leadership Council continues to focus on providing guidance, strategic planning and sustainability with representation from our five core NWD agencies (i.e., DDS, DCOA, DHCF, DHS and DBH) and the Mayor’s Office of Veterans Affairs. As part of sustainability planning, members of the Leadership Council are in regular communication to ensure cross-agency sustainability and coordination.



- DDS's No Wrong Door Initiative (also called DC Support Link) hosted DC’s first ever Person-Centered Thinking (PCT) Celebration recognizing over 100 PCT trainers, coaches and leaders throughout the District of Columbia. The celebration was held on March 27, 2018 at the Department on Disabilities Services. This event was an opportunity for the District to come together and create a shared vision for PCT for 2018 and beyond. Honorees included representatives from three No Wrong

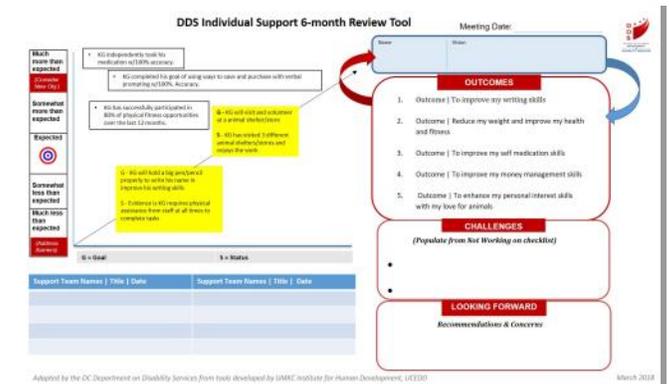
Door Partner agencies (i.e., DDS, DCOA and DHCF) and 9 service providers that are Person-Centered Organizations.

- DDS and the District’s Department of Human Resources (DCHR) conducted a pilot to evaluate the sustainability of utilizing the District’s electronic registration, learning management system, and facilities. The pilot showed that the training reached a broader audience of District agency staff—including homeless, veterans, and youth rehabilitation services.
- DCOA, DDS and DHCF have incorporated recommended performance measures linked to person- and family-centered thinking practices into select staff performance goals for fiscal year 2018.
- DDS, which is the lead agency for the District’s NWD initiative, continued its multi-year effort to become a Person-Centered Organization. DDS is committed to looking at all of its systems and processes to ensure that they are person-centered. Through this process, DDS has trained its managers in a person-centered approach to Employee Satisfaction and in Person-Centered

Supervision. DDS has also created a series of working groups with employees at all levels of the agency to improve PCT skills, provide resources, and look at internal coordination, communication and culture. DDS leads the District’s LTSS efforts in PCT. Its efforts will be shared and it will serve as a model for other agencies.

- The District is braiding the National Community of Practice on Cultural and Linguistic Competence (CoP/CLC) and the No Wrong Door Cultural and Linguistic Competency (CLC) Subcommittee to ensure sustainability of CLC elements within policies, practices, and structures.
- The NWD project staff continues to leverage and expand collaborations with other federally-funded and state-funded projects, including Partnerships in Employment Systems Change (PIE), CoP/CLC; the Supporting Families Community of Practice; and Project ACTION!, the District’s statewide self-advocacy coalition.
- NWD project staff worked with DDS’ Developmental Disabilities Administration (DDA) to develop an outcome-oriented monitoring tool based upon the LifeCourse Principles that measures whether each person’s goals and daily activities are helping them achieve their vision of a good life. This is the third tool that the No Wrong Door team helped develop to embed person and family centered principles into DDA’s front door and service coordination process.

- NWD project staff have drafted a guiding document (or work plan) to bring innovation to the front door of partner agencies, which includes training Front Door staff on the District’s Language Access Act, CLC, Customer Service, the LifeCourse Integrated Support Star and the Golden Circle.



- DCOA has taken the lead role in facilitating an Interagency Manager’s workgroup focusing on building a network for ongoing collaboration at the front door for LTSS.
- The NWD project team continues to adapt the Intellectual and Developmental Disabilities (I/DD) PCT stakeholder training to serve as a model for stakeholder empowerment, so that it can be replicated elsewhere, and to meet the needs of other LTSS populations.
- DDS, DCOA and DHCF have committed local funds and dedicated staff time in FY19 to ensure the sustainability of the NWD resource portal and PCT trainings. The City’s Olmstead Plan also includes priorities and action steps to continue NWD efforts.
- The NWD project staff, in collaboration with core partner agencies, are planning the 2nd annual Front Door Summit to enhance front door experience of District residents accessing LTSS.
- The NWD team expanded partnerships with the Mayor’s Office of Community Affairs (e.g. Office of

Latino Affairs, Office on Asian and Pacific Islander Affairs, Office of Religious Affairs), and the District's Disability Provider Coalition on embedding CLC practices into the District's outreach and service systems.

Challenges

- **Challenge:** Ensuring sustainability and ownership of DC Support Link activities across the District's health and human services agencies once the federal implementation grant period has ended.
 - ⇒ **Strategy:** Three core NWD partner agencies have committed local funds and dedicated staff time in FY19 to ensure the sustainability of the NWD resource portal and PCT trainings.
 - ⇒ **Strategy:** DCOA has taken the lead role in facilitating an Interagency Manager's workgroup focusing on building a network of ongoing collaboration at the front door for LTSS.
 - ⇒ **Strategy:** The District has successfully braided the CoP/CLC and the NWD CLC Subcommittee to ensure sustainability of CLC elements within policies, practices, and structures.

Measurable Outcomes

- DDS and the District's Department of Human Resources (DCHR) conducted a pilot to evaluate the sustainability of utilizing the District's electronic registration, learning management system, and facilities.
- Results from PCT celebration survey yielded positive feedback and suggestions for the future (see page 12).
- DCOA drew down \$1,875,621 of Medicaid funds in FY17 through Medicaid Administrative Claiming.
- The District is braiding the CoP/CLC and the NWD CLC Subcommittee to ensure sustainability of CLC elements within policies, practices, and structures
- DDS, DCOA and DHCF have committed local funds and dedicated staff time in FY19 to ensure the sustainability of the NWD resource portal and PCT trainings.
- DCOA has taken the lead role in facilitating an Interagency Manager's workgroup focusing on building a network of ongoing collaboration at the front door for LTSS.
- 1,600 resources are listed in the DC Support Link Resource Portal to date.

Products & Distribution

- DC Support Link Resource Portal: <http://www.dcsupportlink.com>.
- An outcome-oriented monitoring tool based upon the LifeCourse Principles.

Opportunities for Further Work

- Expanding linkage capacity of District electronic platforms that would allow seamless referrals

between the District's LTSS systems to exchange information and assist individuals with gaining access to LTSS.

- Expanding linkage capacity of District electronic platforms that would allow seamless referrals between the workforce development systems and LTSS systems to exchange information and assist individuals with gaining access to adult education, workforce development services, and LTSS.
- Expanding partnerships with youth serving agencies.



Person-Centered Thinking

"This training was very helpful and will enhance my nursing profession."

"Excellent training and I am excited to share these tools with my co-workers."

– 2 Learners that took the RN-Focused PCT Training

Activities and Accomplishments

The District’s NWD initiative has organized its goals for person-centered counseling into two areas: sustainability and stakeholder empowerment. The NWD initiative accomplished the following in support of the District’s stated goals and objectives:

- The Department on Disability Services (DDS) and DC Department of Human Resources (DCHR) hosted the District of Columbia’s Person-Centered Counseling (PCC) Training twice per month. The move to DCHR was a pilot to evaluate the sustainability of utilizing the District’s electronic registration, learning management system, and facilities. As a result, the training reached a broader audience of District agency staff—including staff from homeless, veterans, and youth rehabilitation services.
- In response to feedback received from community and agency partners, such as the DC Coalition on Long Term Care and DC Family Support Council, the No Wrong Door project team developed an RN/LPN-Focused Person-Centered Thinking Training in collaboration with the Georgetown UCEDD. The development of this training, and its accreditation through the DC Board of Nursing, supports its applicability to agency partners within the medical field and builds trust that the NWD team listens to and acts on stakeholder and partner needs.
- The DC Board of Nursing approved the RN-Focused Person-Centered Thinking and granted it 1.2 continuing education credits—among the first PCT trainings in the nation to gain this approval. Since its launch in February 2018, 45 people in total attended. A certified nurse with Georgetown’s UCEDD, who gained PCT training certification through NWD in 2016, has committed to being one of the trainers throughout the year to meet the anticipated demand for training of RNs and LPNs.
- During this reporting period, the District trained 204 people on person-centered thinking. This included:

**FSC Priorities:
Workgroup Breakout Session**



Medical/Health/Nursing/Training

- Nursing Services
- Accomplishment
- Nursing/PCA Services
- Medical Accommodation Services (Accessible)
- Training/Informing nurses etc. about soft skills they need in order to work with people/children with disabilities and their families.



Educational Transition

- Socialization groups for young adults in DC
- Getting information to schools about the FSC – more parents involvement
- Secondary Transition
- Involve more persons
- Get an effective (standard) transition protocol in place for medical and educational supports.
- Better Education

- ⇒ 174 learners through the NWD PCC Training
- ⇒ 14 learners through the Department of Behavioral Health
- ⇒ 10 learners and 6 support staff through the Department on Disability Services' People Planning Together Training.

- The average number of registrants per month is 34, a decrease from last quarter due to 1) low enrollment during the holiday season and 2) inclement weather in March causing the cancellation of training. Despite these cancellations, the numbers reveal that, for such a time-intensive training (i.e., two full workdays), the promotion and relevancy of the training to District partners continues to be steady.



- 22 licensed social workers obtained 14 continuing education credit hours and 45 registered licensed practical nurses (RN/LPN) obtained 1.2 continuing education credit hours during this reporting period. The No Wrong Door project team coordinates with the respective professional boards to submit all necessary documentation needed per month in order to obtain CEUs within one month (30 days) of attending the training. Each eligible learner receives a personalized certificate for his or her records; this in turn provides an additional method of training promotion.



- In collaboration with the District's Person-Centered Thinking Learning Community, composed of long-term care providers, and core agency partners, began adapting the current 2-day PCT training to meet the needs and unique experiences of support professionals responsible for implementing care plans across the LTSS system. This includes Home Health Aides, Direct Support Professionals, and Personal Care Aides. The goal is to have the new training ready to pilot with designated LTSS service providers by September 2018.

- Of total respondents to post-training evaluations during this reporting period (see attached), there was a:
 - ⇒ 54% reported an increase in understanding of Person-Centered Counseling as it relates to a No Wrong Door system;
 - ⇒ 66% reported an increase in understanding how to use PCT skills and tools that are strengths-based and highlight a person's or organization's values;
 - ⇒ 66% reported an increase in understanding methods to support people seeking non-eligibility based LTSS; and
 - ⇒ 50% reported an increase in interacting with people seeking LTSS or coworkers in a supporting, versus fixing, manner.

These percentages assist agency partners with identifying targets for on-going learning support, resources, and communication strategies for staff.



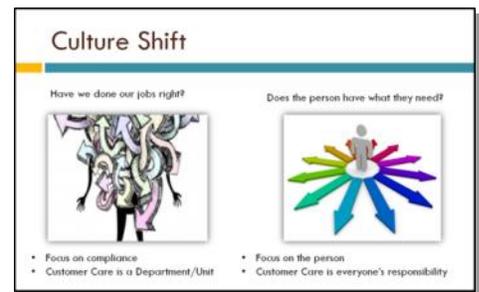
- Convened two PCC workgroup sessions with representatives from the 5 core partner agencies to discuss priorities for each agency and outline strategies for sustainability of training for the District. The shared priorities identified are person-centered thinking training, person-centered practice competencies, and technical assistance. The NWD project sustainability report reflects these priorities.

- Acknowledged over 100 PCT coaches, trainers, and pioneer agency leaders at the first DC Person-Centered Thinking Celebration. As part of this event, the NWD team facilitated a history map exercise to capture improvements by LTSS providers and agencies in embedding person-centered thinking into day-to-day practices. Each participant shared levels 1, 2, and 3 system changes made to overcome challenges faced by people with LTSS needs to obtain true inclusion in their communities.

- The NWD team now has a seat at the table with the Department of Health (DOH) Advisory Council to examine health-spending priorities for the District. This Council has met twice this reporting period and will continue to meet throughout the year ahead. The NWD team advocates for increased support to expand the reach of PCT training to all DOH-funded programs in order to promote relationship-building and person-centered service delivery at the front door of key intake and referral sources.

- Participated in four interagency Customer Care workgroups with the City Administrators Office to build person- and family-centered practices into customer services standards and protocols. The NWD person-centered lead presented on the person-centered thinking training and suggested strategies to shift the District’s culture from what works for the system, to what works for all people seeking support and guidance.

- Continued partnering with DC Primary Care Association’s Positive Accountable Community Transformation (DCPACT) workgroup, which addresses unmet social needs to improve health and increase equity. NWD team advocated for person- and family-centered tools as part of intake and outreach assessments. This is a follow-up to the NWD team presentation last reporting period on how these tools can function as social determinants of health (SDOH) assessments.



- As National Supporting Families Community of Practice LifeCourse Ambassadors, the NWD project management team is managing projects across the District that embed Charting the LifeCourse (CtLC) principles and tools. To promote subject matter knowledge on the CtLC within partner agencies, the NWD team provided coaching to a third round of the CtLC Ambassador Series facilitated by University of Missouri -Kansas City this reporting period.

- The District’s Person-Centered Thinking Learning Community held monthly meetings with an average of 15

people in attendance, including all 5 core partner LTSS agencies. In addition to sharing challenges and successes related to implementing person-centered practices, its focus for the year ahead is to have a more active role in curriculum design and stakeholder leadership.

- The integration of LifeCourse principles and tools into the current PCC Training was shared nationally



and incorporated into the International Learning Community for Person-Centered Practices. This integration of principles and tools was also incorporated into the stakeholder-led People Planning Together Training. This supports the NWD project team's commitment to braiding innovative practices into current partner initiatives.

- Continued collaborating with Georgetown's National Center for Cultural Competence and the District's PCC Training mentors in order to infuse cultural and linguistic competency elements throughout the current PCC Training. Once finalized, this will serve as a national model linking person-centered thinking and cultural and linguistic competency.

- Shared a current state assessment on family-centered practices of the 5 core partner agencies with family leaders to obtain feedback and validate findings. Feedback will inform the best ways to embed family-centered practice recommendations into ongoing alignment efforts in the District.

To build off the RSA PCT training conducted last reporting period for vocational rehabilitation staff, the NWD project team supported the development of a front door tool and a guided conversation to use at intake, to create a streamlined intake experience for people who are applying for DDA and RSA supports and services.

- The Aging and Disabilities Resource Center (ADRC) included person-centered practices in SMART goals for state staff across all staff teams including ADRC supervisors and staff in Community Transition, Community Social Work, Medicaid Enrollment, and Information and Referral/Assistance. This serves as a model for partner agencies.
- The NWD team partnered with the DC Partners in Employment team to conduct 2 People Planning Together for Employment (PPTE) trainings. Trainings are facilitated by adults with I/DD, and learners are people receiving LTSS, with support from designated direct support staff. The NWD core elements of person-centered thinking, cultural and linguistic competency, and stakeholder engagement are embedded throughout the training. The curriculum focuses on critical components of an individualized support plan (ISP) such as 1) an Employment Trajectory, 2) a "like and admire" section, 3) an important "to" and "for" section 4) identifying best supports and 5) next steps. The teams are exploring methods to sustain this training by linking

to self-advocacy requirements for I/DD service providers. PPTTE serves as a national model for stakeholder empowerment and is adaptable to meet the needs of other LTSS populations.

- Developed and piloted a monitoring tool for the Developmental Disability Administration that examines whether goals and activities designated for a person support their desired life outcomes, including employment. (See attachment 4 for the Service Coordination 6-Month Review Tool.)

Measurable Outcomes

- On-going twice-monthly DC Person-Centered Counseling (PCC) Training hosted and facilitated by District agency partners.
- District's Human Resources piloted overseeing District employee registration for PCC Training.
- Increase from 31% to 49% for participation by community partners of total PCC Training attendees in this reporting period, representing key intake and referral sources.
- Trained 45 RNs/LPNs in Person-Centered Thinking with 38 of 40 post-training survey respondents obtaining new knowledge and insight relevant to nursing work.
- 22 licensed social workers obtained 14 continuing education credit hours and 45 registered licensed practical nurses (RN/LPN) obtained 1.2 continuing education credit hours.
- PCT Event Survey Result
 - ⇒ 100% of PCT Event survey respondents agreed that this opportunity to connect with Person-Centered Thinking (PCT) trainers, coaches, and leaders enhances ongoing PCT collaboration.
 - ⇒ 100% agreed that it is important to recognize and celebrate the District's progress in Person-Centered Thinking.
 - ⇒ 90% of survey respondents agreed that they learned effective approaches to implementing Person-Centered Thinking for the District's health and human services sector.
 - ⇒ 90% agreed that they felt comfortable providing input regarding strategies for implementing Person-Centered Thinking in my organizations.
 - ⇒ 90% agreed that they felt comfortable discussing approaches to implementing PCT strategies with other Person-Centered Thinking trainers, coaches, and leaders.
- Obtained recommendations from over 30 stakeholders across LTSS populations to guide modification of current PCT training for direct support professionals.
- Worked through partners and identified PCT priorities for core LTSS agency partners for NWD sustainability report.
- Promoted networking and professional development opportunities for over 100 core LTSS

government agency and provider agency staff.

- Added PCT and cultural and linguistic competency to Common Agenda of DC Primary Care Association's Positive Accountable Community Transformation (DCPACT).
- Educated 20 interagency Customer Care workgroup attendees on PCT practices and key elements of a person-centered system.
- Integrated Charting the LifeCourse and Person-Centered Thinking Tools into self-advocacy training for people with I/DD.
- Launched a front door tool and adaptable person-centered and culturally and linguistically competent guided conversation for core LTSS partner agencies.
- Launched person-centered 6-month ISP monitoring tool at the Department on Disability Services.
- 100% of ADRC intake and referral staff have a person-centered thinking SMART goal.

Challenges and Responses

- **Challenge:** Ensuring sustainability of Person-Centered Counseling Training for core LTSS District agencies.
 - ⇒ **Strategy:** Piloted registration and learning management system available through DC Department of Human Resources.
- **Challenge:** Ensuring continuity of PCT practice and training goals with turnover of NWD staff.
 - ⇒ **Strategy:** New team members took the current NWD PCT training and were introduced to key stakeholders and core partner points of contact.
 - ⇒ **Strategy:** New team members were supported by the PCT Learning Community and learned from them about PCT best practices.
 - ⇒ **Strategy:** With NWD team members, new staff began participating in standing meetings with stakeholders and LTC providers to increase their depth of understanding and assure there was no gap in advocating for and promoting person-centered thinking practices.
- **Challenge:** Making current PCT training available to LTSS direct support professionals.
 - ⇒ **Strategy:** Obtaining feedback on the needs of people and families in receipt of services and the systemic challenges faced by the direct support professionals.
 - ⇒ **Strategy:** Sharing adapted training examples to stakeholders and potential learners.
- **Challenge:** Engaging and encouraging PCT trainers and coaches across agencies.
 - ⇒ **Strategy:** Hosted a PCT Celebration honoring PCT trainers, coaches, and pioneering leaders across agencies.

- **Challenge:** Stakeholder feedback suggested training was not relevant to specific population (e.g., nurses).
 - ⇒ Strategy: Developed a nurses training designed to be relevant for specific populations. NWD team members and PCT Learning Community members are working on a training specific for Direct Support Professionals, Home-Health Aides, and Vocational Rehabilitation Counselors.
 - ⇒ Strategy: Nurses training included more cultural and linguistic competence, and was adapted for more diversity.

Products & Distribution

- Finalized RN-Focused PCT curriculum in collaboration with PCT subject matter experts and interagency workgroup of nurses; shared with DC Board of Nursing for continuing education credits.
- Distributed PCT Learner and Coaching Certificates via email and at the Person-Centered Thinking Gathering.
- Collaborated with DDS, the PIE team, and subject matter experts through the State Employment Leadership Network to create a streamlined intake process that assesses the employment interest of all adults who apply for DDA LTSS; and for those who are interested, results in a joint application for DDA and RSA supports.
- Drafted an outcome-oriented monitoring tool based upon the LifeCourse Principles for Service Coordination.
- Presentation on PCT training on Practices for a Person-Centered System to interagency workgroup on customer service.
- Distributed District PCC Training post-evaluations to learners and presented PC Training Evaluation Summary to DC Person-Centered Thinking Learning Community.
- Distributed updated Person-Centered Learning Community Vision and Mission to approximately 460 contacts.

Opportunities for Further Work

- Extending the Stakeholder-led PCT curriculum, People Planning Together for Employment, to other LTSS populations.
- Direct Support Professional and Home Health Aide- Focused PCT Training.
- Continuation of twice monthly PCT Trainings within the District, expanding our population to more providers and government agencies.
- Updating the Family Planning Together PCT curriculum.
- Conducting Family Planning Together Training quarterly.



Public Outreach & Engagement

"Change happens at the speed of trust" - unknown

Outreach and engagement is an essential pillar of the NWD initiative. Strong collaboration among NWD partners, leadership, staff and our community stakeholders has continued to be the focus involving strengthening partnerships and building reciprocal relationships based on trust in the District's ability to implement a successful NWD system. Another area of importance has been to expand engagement and communication as well as share the tools and resources to integrate sustainable engagement practices. The District's NWD has led and accomplished the following activities over the last six months:

Activities and Accomplishments

Partner with the District's City Administrator's Office in customer service taskforce to build person and family centered practices into customer services standards and protocols. The NWD person-centered lead presented on the person-centered thinking training and suggested strategies to embed person-centered thinking principles into the District's customer service standards and protocols.

During this reporting period, NWD staff have:

- Established the NWD Interagency Manager's Workgroup aimed to building a network of ongoing collaboration at the front door for LTSS. Through the NWD, the DC Office on Aging will lead the interagency meetings, which supports the sustainability efforts beyond the NWD grant.
- Attend monthly meetings at the DC Coalition on Long-Term Care. This working group provides an invaluable feedback loop for the Coalition's advocacy in the community and input to enhancing a NWD system.
- Led the statewide Person/Family-Centered Learning Community to embed a shared vision for a Person-Centered system. The Learning Community members learn about advocacy strategies and tools, identify best practices, and promote a culture of learning.
- Collaborated with DDS' various units - Service Coordination, Intake/Referral, Rehabilitation Services, State Office on Policy, Planning, & Innovation to expand communication about NWD and gather input on the front door to LTSS.



- Participated in DC PACT, a coalition within the DC Primary Care Association. DCPCA serves as an accountable health-focused community, which includes social service non-profits, faith institutions, community organizations, behavioral health providers, hospitals, and community health centers, in partnership with multiple District government agencies and the Interagency Council on Homelessness.
- Trained eleven Access Helpline staff from the DC Department of Behavioral Health on cultural and linguistic competence to gain self-awareness, identify the role of personal and agency values, and recognize the importance of CLC when interacting with District residents seeking services and supports.
- Attended the District’s Developmental Disabilities Council quarterly meetings and presented updates and gathered feedback on the NWD initiative.
- Contributor to the District’s Olmstead Community Integration Plan Workgroup in meeting the plan’s goals, action steps, and measurable outcomes and reporting on NWD activities that support involvement and engagement through culturally and linguistic competent practices and person/family-centered approaches, as well as developing a unified NWD marketing campaign across agency partners.
- Organized and hosted the District’s first NWD Person-Centered Thinking (PCT) Celebration for 100 of the District’s PCT trainers in the commitment to the PCT journey.
- Participated in quarterly Supporting Families Community of Practice meetings to engage families and their loved ones with disabilities on enhancing the District’s NWD system through



**DC No Wrong Door
Person-Centered Thinking (PCT) Celebration**

In March 2018, DDS's No Wrong Door Initiative | DC Support Link hosted a celebration for 100 Person-Centered Thinking (PCT) trainers, coaches and leaders throughout the District entitled Bringing Stars Together.

Attendees included representatives from No Wrong Door Partner agencies including the Department on Disability Services, DC Office on Aging, Department of Behavioral Health, Department of Human Services, Department of Health Care Finance and the Mayor’s Office of Veterans Affairs (MOVA) and service providers such as Metro Homes, RCM of Washington, NCC, Capital Care Day Program and Progressive Habilitative Day Program.

The highlight of the event came when PCT trainers shared their artistic vision for the evolution of PCT in the District. Each group talked about lessons learned, success stories and the impact PCT has had on their work.

The event concluded with a certificate ceremony, which recognized each individual for their commitment to the PCT journey.



cultural and linguistic competency, and person/family-centered practices.

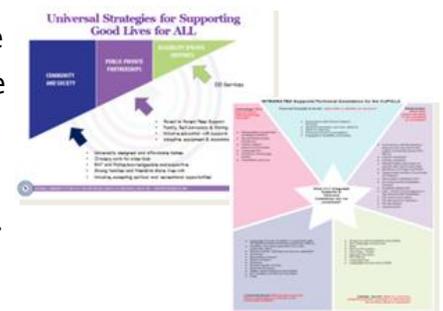
- Active participant in the District’s Family Support Council, which assists and provides recommendations to DDS and sister agencies on developing person and family centered supports.
- Invited by a Home Health Aide agency to attend an ethics training/NWD staff meeting to explore models for adapting PCT Training for Home Health Aides and developing materials that managers may need to support staff who are responsible for implementing person-centered service plans.
- Co-lead monthly interagency NWD/Cultural and Linguistic Competency (CLC) work group meetings to advance CLC capacity building and sustainable practices to enhancing the Front Door to LTSS.



- Developed and distributed 2 electronic newsletters to provide ongoing communication of NWD activities and progress to public and community stakeholders.
- Lead in integrating NWD key elements into the District’s LTSS Clinical Case Management System project across three core NWD partner agencies (DDS, DCOA, and DHCF) with the purpose of building a system that streamlines intake and referrals; service planning and practices; CLC and PCT; starting at the Front Door to accessing LTSS. During this process, the NWD team co-facilitated discussions and contributed feedback at 13 CCMS inter-agency meetings.

Challenges & Strategies

- **Challenge:** Expanding outreach and engagement across the lifespan to ensure continued stakeholder participation beyond the life of the grant.
 - ⇒ **Strategy:** Approach each stakeholder and interagency meeting with the Charting the LifeCourse (CtLC) concept of “All” and utilize the CtLC stakeholder mapping tool and Integrated Supports Star to identify strengths, assets and areas of opportunities through technology, community resources, and relationships for continued engagement in having a strong NWD system.
 - ⇒ **Strategy:** Build on the success of the 2017 Front Door Summit and invite previous front door staff as well as new stakeholders to attend second Front Door Summit in June 2018, in an effort to share information, educate attendees on new tools and resources, motivate and encourage each other to continue supporting the NWD mission and become agency advocates of the Person-centered philosophical approach toward serving residents of the District.
- **Challenge:** Leverage and maintain the technology to keep sharing



information, resources, and conducting engagement with outreach to various stakeholders in need of accessing LTSS.

- **Strategy:** Launch the **DC Support Link** as a way to produce awareness materials, distribute and inform stakeholders and District residents about the access to the tools, information and resources available through the online web portal, DC Support Link.
- **Strategy:** Obtain commitment from our NWD partner agencies to preserve and maintain the District's No Wrong Door webpage to inform and keep community stakeholders updated on the progress.



Measurable Outcomes

- **NWD/PCT Celebration:** Obtained feedback through an email survey from 100 attendees on how the District can improve the event, lessons learned, and pros /cons of the event. Here is what a few attendees had to say:
 - "People gained information on how PCT is implemented in our community."
 - "It was well organized. The event had a great flow."
 - "The award and tee shirt presentation should continue. Great celebration!"
 - PCT Event Survey Results (*see page #12 for more results*)

⇒ 100% of PCT Event survey respondents agreed that this opportunity to connect with Person-Centered Thinking (PCT) trainers, coaches, and leaders enhances ongoing PCT collaboration.
- **DC NWD Newsletter:**
 - 26% increase of subscribers from 1,445 to 1,824 subscribers.

Products & Distribution

- DC No Wrong Door Newsletter is a quarterly email blast that includes event information, updates on CLC, PCT trainings and interagency related news.
- NWD 2018 PowerPoint Presentation to update current stakeholders on the progress of NWD activities and next steps.
- Published a photo gallery with over 50 pictures following the NWD Person-Centered Thinking Celebration on the Department on Disability website. The gallery was promoted through the April newsletter and received over 100 page views the first day.



Cultural & Linguistic Competence

"The truth is on the side of the oppressed." - Malcolm X

In the last six months, our work has focused on building onto the foundation we set for cultural and linguistic competency (CLC). Using the awareness, knowledge and skills developed previously, NWD partners that continued to collaborate to identify opportunities to embed, advance and sustain CLC beyond the life of the grant at various system levels – policies, structures, practices, attitudes and behaviors.

The NWD Initiative accomplished the following in support of the District’s stated CLC goals and objectives:

Activities and Accomplishments

- NWD staff and partners continued focusing on applying CLC throughout the NWD system, which includes the Person/Family-Centered curriculum and trainings, customizing the Resource Portal and creating a Unified Clinical Case Management system to reflect CLC elements.
- NWD staff led monthly CLC interagency work group meetings with consistent participation from NWD core partner agencies to advance CLC capacity building, embed CLC practices, and identify sustainable practices to enhance the Front Door experience for people seeking LTSS. Co-facilitation of meetings continues with DDS and the DC Department of Behavioral Health.
- NWD/CLC Subcommittee members identified areas of CLC priority and elements to support sustainability across agency partners. These include:
 - Embedding CLC in the District’s Language Access Act Training for NWD partner agencies to implement.
 - Developing a guidance tool to engage cultural brokers and diverse populations.
 - Developing a Front Door survey to identify the supports that Front Door staff may need to embed CLC practices for people in need of accessing LTSS.
 - Translating key Front Door intake documents into multiple languages.
- NWD staff led hands-on CLC activities with NWD agency partners by doing CLC warm ups focused



on diversity, effective communication and listening, and awareness of values and beliefs to improve how we are supporting individuals and families accessing LTSS. These warm ups have created a space to open up dialogue and discussion on applying CLC on a day-to-day basis at all levels – staff, supervisors, and management.

- NWD staff have engaged in ongoing dissemination and communication of the shared definition of cultural and linguistic competency developed by NWD/CLC partner agencies. This has been shared with stakeholders, public and community agencies, executive leadership, and staff. NWD staff will provide follow up to assist partners in embedding the definition into policies, practices, behaviors and attitudes that impact LTSS.



- NWD/CLC Subcommittee co-chairs trained eleven Access Hotline staff from the Department of Behavioral Health on CLC to promote self-awareness, identify the role of personal and agency values, and recognize the importance of cultural and linguistic competency when interacting with District residents seeking services and supports.

- NWD staff presented at DDS' monthly managers' meeting on their leadership role through a CLC lens. They explored their personal cultural worldviews and values, as well as the role of values in decision-making and staff management.
- NWD project staff have drafted a work plan to bring innovation to the front door of partner agencies, which includes training Front Door staff on the District's Language Access Act, CLC, the LifeCourse Integrated Support Star and the Golden Circle.
- NWD Project staff collaborated with Georgetown University's National Center for Cultural Competence to develop sustainable outcomes for systems change in CLC. Activities include:
 - Delivering CLC training to NWD partner agency front door staff;
 - Reviewing key policies on communication and outreach and provide recommendations;
 - Embedding CLC in the PCT curriculum; and
 - Providing technical assistance on the CLC guidance tools for front door staff.
- DDS and the NWD project management team leads the District's Community of Practice in CLC (CoP/CLC). We engaged a highly collaborative multi-agency/stakeholder group focused on developing sustainable CLC strategies, which can be reflected in policies, structures and practices. A major goal is to increase awareness and better engage underserved populations with DD that have been harder to reach due to cultural and linguistic differences and barriers. This process has embedded NWD's person/family-centered and Charting the LifeCourse principles.

- NWD's CLC leaders recruited and cultivated new CLC partnerships, including the Mayor's Office of Community Affairs (e.g., Office of Latino Affairs, Office on Asian and Pacific Islander Affairs, Office of African Affairs, Office of LGBTQ Affairs, Office of Religious Affairs), and the District's Disability Provider Coalition. Supporting CLC involves bi-monthly community stakeholder meetings as well as monthly core team planning meetings facilitated by the NWD team and DDS. The CLC/CoP also is involved in quarterly meetings that connect the District to nine other states and provide capacity-building information to our team and partners.



- NWD staff are active participants in the National Charting the LifeCourse CLC Workgroup. This is a forum to share best practices among states. Members utilize the Charting the LifeCourse principles to develop tools and strategies that embed CLC to improve LTSS access and services.
- NWD CLC staff worked to embed CLC into the People Planning Together for Employment (PPTE) curriculum. The People Planning Together of Employment approach is led by adults with I/DD, who conduct the training and support people in creating their own plans. The plans include their Employment Trajectory or Life Goals Trajectory, materials on what people like/admire about them, what is important "to" and "for" them on their employment or life path, who can support them, and what are their next steps. This training embeds the main NWD elements of person-centered thinking, CLC, and stakeholder engagement/empowerment.
- The NWD Program Manager was selected by the Georgetown University's National Center for Cultural Competence Leadership Academy to participate in an intensive course of study comprised of 3 months of preparatory activities and a 4-day CLC leadership training. This also includes leadership coaching for up to one year to enhance leadership skills and knowledge related to systemic improvements utilizing a cultural and linguistic competence lens. The coaching and mentoring will assist in applying CLC to NWD Front Door systems change.

Challenges

- **Challenge:** Documenting and quantifying all the successes and advancements in CLC across partner agencies.
 - **Strategy:** Develop and distribute surveys after workgroup meetings, trainings, and presentations.
- **Challenge:** Ongoing training and awareness on CLC to all front door staff across our five core partner agencies as part of sustainability beyond the life of the grant.

- **Strategy:** Obtain commitments from the NWD Leadership Council members to advance and sustain technical assistance, funding, and staffing to support CLC.

Measurable Outcomes

- Increased awareness of cultural and linguistic competence for NWD partner agencies through presentations and trainings.

As a result of the CLC presentation to DDS Managers:

- ⇒ 75% of respondents agreed that their overall impression of the CLC presentation was excellent.
- ⇒ 75% of respondents said they are very likely to will apply the information presented on CLC.
- ⇒ 75% of respondents agreed that they want more information on CLC.

Products & Distribution

- CLC Trajectory developed by the CLC subcommittee to guide year 3's vision and actions.
- FY18 NWD/CLC Subcommittee Workplan.
- CLC PowerPoint for the Access Hotline training.
- CLC PowerPoint presentation to DDS Manager's Meeting
- Draft CLC survey for Front Door staff.
- Community of Practice in CLC priorities and action plans with integrated support stars and trajectories.

Opportunities for Further Work

- Continue to pursue opportunities for there to be an ongoing process to embed sustainable CLC practices at the organizational level in policies, practices, protocols, attitudes and behaviors.





Streamlined Access to Public Programs

"It is not enough to do your best, you must know what to do, and then do your best"

—W. Edwards Deming

Activities and Accomplishments

The District's NWD initiative continued its streamlining efforts with the LTSS Clinical Case Management System (CCMS) and Resource Portal projects. During this reporting period, the District made progress in all areas and began establishing the framework to sustain the projects beyond the duration of the NWD implementation grant. The NWD team completed the following activities in support of the District's stated goals and objectives:

- NWD staff has provided guidance to DHCF, DCOA, and DDS during initial implementation (Phase 1) sessions for the CCMS project. That is, NWD staff provided technical assistance on implementation of the interagency system to ensure intake and referral workflows will enhance communication and the exchange of information in a seamless matter amongst the core partners. The NWD team has achieved the desired outcomes to ensure CCMS has the ability to:
 - Facilitate cross-agency communication and collaboration of services for individuals within CCMS;
 - Allow staff to upload and maintain eligibility documents so that they can be accessed by each agency;
 - Facilitate global referrals to and from agency partners for people seeking services from agency partners;
 - Provide access to an individual's information, referral disposition, and notifications to key staff at each agency;
 - Capture data points in a person's CCMS profile that reflects their cultural needs and language preferences;
 - Generate Ad Hoc referrals to conduct linkages to external public programs and community-based partners.

- NWD staff developed a Usability Test to administer to its core partners. The test will serve as way to obtain feedback from stakeholders and intake staff as they use the Resource Portal as a tool at the front door to assist people in identifying available services and supports. The feedback from the usability test will drive final customization of the resource portal in preparation for a public launch in September 2018.
- NWD has developed a Sitemap outlining NWD requirements for integrating Vision and Service planning frameworks into the “Learning Center” component of the Resource Portal. NWD staff will working with the Resource Portal vendor to ensure that the Learning Center serves as useful resource, in which NWD core partners’ tools and information are accessible for people in need of LTSS, family members, caregivers, and support staff .
- NWD staff developed the first phase of standards and measures to continually assess the extent to which people experience the DDS Front Door as effective, person-centered, and culturally and linguistically competent. To improve effectiveness, NWD team members recommended standards to support frontline staff with improving their communication skills for optimal customer service. NWD staff used their person-centered thinking and cultural and linguistic knowledge base to develop customizable scripts for frontline staff to improve consistency in communication. The scripts ensure that the frontline staff member effectively connect with the person seeking services, ask clarifying questions, seek confirmation of information, encourage active listening, and ensure that a person is guided to the best possible linkages. In addition to the scripts, NWD team developed a model that promotes support for frontline staff members. This might include one-on-one coaching sessions informed by data collected from side-by-side assessments, monthly learning sessions to learn new concepts in customer service, opportunities to adjust scripts, and discussions to address concerns with what is working/not working.
- Work with Front Door staff has laid the groundwork for the next phase in streamlining intake. This includes developing standards and measures to continually assess the extent to which people experience the DDS Front Door as coordinated and integrated. These materials and approaches will serve as a model for other front doors/intake units in other agencies.
- NWD Staff has identified “eLearning Portal” and “Client Portal” as two potential solutions for sustaining Person-Centered Training Enrollment and establishing a protocol on how to update the Resource Portal beyond the duration of the NWD implementation grant. The portals are extensions of the Network of Care online platform that hosts the DC Support Link Resource Portal. NWD has worked on requirements for the eLearning and Client Portal to effectively sustain training enrollment and the Resource Portal’s service directory. The two solutions will be proposed to the Leadership Council to determine a solution that will support sustainability.

Measurable Outcomes

- Provided technical assistance during CCMS Elicitation and Requirements meetings from October 2017-April 2018.

- 1,600 resources are listed in the DC Support Link Resource Portal to date.
- Completed a methodology to measure Front Door developments in customer service.

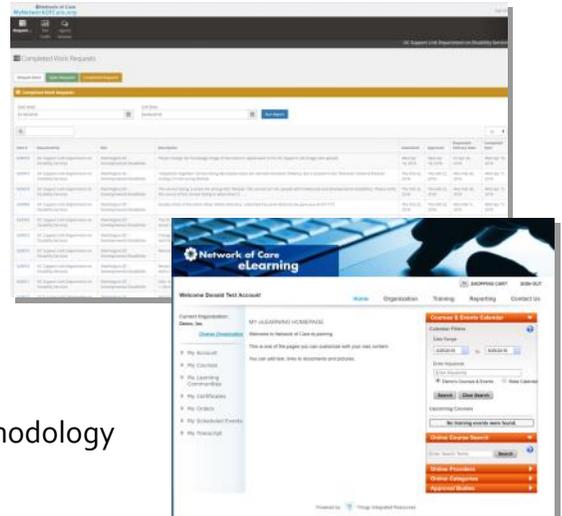
Challenges

- **Challenge:** CCMS Universal Intake - Phase 1 for the CCMS Requirements & Elicitation meetings has concluded. The findings of the meetings have been reported to the CCMS governing body known as the "Executive Steering Committee" (ESC). The ESC envisions the intake form serving as a decision tree to LTSS programs that are part of the CCMS. To date, the timeframe is unknown for work on this.
 - ⇒ **Strategy:** The NWD team has met with the CCMS vendor and outlined high level requirements. The vendor has provided a demo in response to NWD requirements, exhibiting previous CCMS projects and how intake screening tools were implemented to identify which LTSS someone may need based on provided information at the front door.
- **Challenge:** CCMS Consumer Portal – Requirements and Elicitation meetings for the Consumer Portal module is slated to take place in Phase 2 of the CCMS project. The CCMS project is presently in the development stages of Phase 1. The vendor and the DC team have not established a date for Phase 2 of the CCMS project.
 - ⇒ **Strategy:** NWD staff has engaged the vendor to understand the primary function the Consumer Portal Module. The Consumer Portal module gives a person access to the data that is being captured on them in the core CCMS. NWD will coordinate a demo with the vendor to determine if there is an opportunity for NWD staff to provide feedback to the ESC on how to incorporate the initiatives core elements into the module.
- **Challenge:** The Office of the State Superintendent of Education's (OSSE's) DC Data Vault does not currently link adult education and workforce development programs with CCMS or the Resource Portal. Achieving this goal would expand the NWD network to workforce partners (Department of Employment Services (DOES), DDS, DHS, DC Public Schools (DCPS), and University of the District of Columbia's (UDC's) Community College). However, the DC Data Vault project will not be engaging partners outside of its workforce network within the timeframe of the NWD implementation grant.
 - ⇒ **Strategy:** NWD staff will continue discussions with OSSE regarding other ways to fund and support the linking of these systems.
- **Challenge:** There are currently no user-friendly effective ways to track the quality interactions between DDS' Front Door staff and people seeking LTSS. Specifically, the quality of the feedback in one-to-one coaching sessions is limited to the supervisor's capacity to conduct observations on customer interactions, manually collect customer service data, and monitor performance in a spreadsheet.

⇒ **Solution:** NWD staff has recommended the DC-Net Call Center Solution Application to provide real time metrics and leave more time/effort dedicated to ensuring quality face-to-face customer service. DC-Net Call Center Solution Application can manage high call volume, provide real-time metrics on customer interactions for informed quality coaching sessions, and increase staff capacity to improve the quality of face-to-face customer service. DCOA/ADRC uses the application to manage their call center and has noted vast improvements as a result of the metrics it provides.

Products & Distribution

- Client Portal: Screenshot (*Image: Right*)
- Learning Management System (*Image: Right*)
- Resource Portal Charting The LifeCourse Sitemap
- Usability Test Questionnaire Draft
- Charting The LifeCourse Domain Resource Portal Crosswalk
- DDS Intake Innovations Project Plan and Evaluation Methodology



Opportunities for Further Work

- NWD staff continuing its involvement to provide technical assistance with developing a new electronic cross-agency universal intake and referral form for the CCMS Project.
- NWD providing technical assistance during Phase 2 of the CCMS project for the Consumer portal modules.
- Exploring linkage between CCMS with Data Vault workforce development system to exchange information to assist individuals with gaining access to adult education, workforce development systems and LTSS.
- Establishing interoperability between DC Support Link Resource Portal and existing online service directories in the District.

Appendices

Governance & Administration

- DRAFT DDS ISP 6-month Review Tool

Person-Centered Thinking

- DDA Front Door Tool
- October 2017-March 2018 PCC Training/Post Training Evaluation Summary
- PCC Evaluation Document
- PCC Training Post Training Evaluation Summary
- PCT for PC System Customer Care Presentation
- PCT RN Training Power Point Handout
- PPT Employment Participant Workbook DC DDS Updated 12-25-2017
- PPT Employment Trainer's Guide DC DDS Updated 12-25-2017
- Presentation on Updated DC PCT Learning Community Mission, Vision and Values (Jan. 2018)
- RSA Guided Conversation for Individuals Referred by DDA

Public Outreach and Engagement

- NWD_PCT Public Program _2018_FINAL
- Front Door BST Event Photo Gallery
- NWD Newsletter Feb. 2018
- NWD Newsletter April 2018

Cultural & Linguistic Competency

- AHL DBH March 2018 No Wrong Door CLC Presentation
- CLC Front Door Learning Sessions
- Integrated Support Star CoP/CLC
- NWD CLC DRAFT Front Door Survey
- NWD CLC Managers Presentation
- NWD CLC WorkPlanFY18

Streamline Access to Public Programs

- DC Support Link Resource Portal: <http://www.dcsupportlink.com>
- LifeCourse DRAFT sitemap v1 (2)
- NoC and CtLC Crosswalk March 2018
- Resource Portal Usability Questionnaire
- DDS Front Door Intake Innovations Phase I Brainbox