

The District of Columbia No Wrong Door Initiative

Semi-Annual Progress Report (October 2016)



Overview

"Helping people get their needs met so they live the life they want"

-LB, stakeholder

Foreword

The District of Columbia's No Wrong Door Semi-Annual Progress Report highlights accomplishments, measurable outcomes and products, and challenges and responses for fiscal year 2016. The structure of the semi-annual progress report reflects the District's major areas of focus for its goals and objectives — Public Outreach and Engagement, Person-Centered Thinking, and Streamlined Access to Public Programs. Therefore, in each section, the report includes a Progress Summary and responses that highlight (1) Activities and accomplishments, how the activities and accomplishments helped us to reach our stated goals and objectives, and the partners who were involved; (2) Challenges and the actions taken to address the challenges; (3) Outcomes based on Activities; and (4) Products developed during the reporting period and how they were disseminated.

Overview of the District of Columbia's No Wrong Door 2016

The Department on Disability Services (DDS) is leading the District's No Wrong Door initiative (NWD), in collaboration with the District's Health and Human Services agencies, Veterans Affairs, and the people who receive supports, their families, advocates and providers. The goal of the No Wrong Door grant is to build a system that makes it easier for District residents to get access to the long-term services and supports (LTSS) they may need to live independently in the community. We are changing the front doors to long-term services and supports in the District, so that residents experience a system that is person-centered, linguistically and culturally responsive, streamlined and that links them to government and community-based supports, no matter where they come for help.

District Inter-Agency Partners

Systems change is never quick or easy. It takes many partners, starting within the government. For the past year, the District's Health and Human Services agencies have worked together to start the implementation process of a District No Wrong Door system. The No Wrong Door District agency core partners include: District of Columbia Office on Aging (DCOA), Department of Behavioral Health (DBH), Department of Human Services (DHS), Department of Health Care Finance (DHCF), the Mayor's Office of Veterans Affairs, and the Department on Disability Services. Future partnerships will involve both public and private collaborations to include veterans, schools, child & youth services, and housing, to name a few.

NWD Organization Structure

The No Wrong Door Initiative relies on its Leadership Council for guidance and fidelity to our vision and mission. The Leadership Council is composed of leadership from our five core LTSS human services partners, Deputy Mayor for Health and Human Services and Mayor's Office of Veterans Affairs. The Leadership Council receives guidance from three NWD inter-agency sub-committees focused on outreach, Person-Centered Practices and Cultural and Linguistic Competency (CLC). The Leadership Council continues to convene monthly to oversee the finalization and implementation of the three-year plan to create a NWD system.



Public Outreach & Engagement

Outreach and engagement to build community partnerships, public and private collaboration toward a shared vision of a coordinated No Wrong Door system for all District residents.

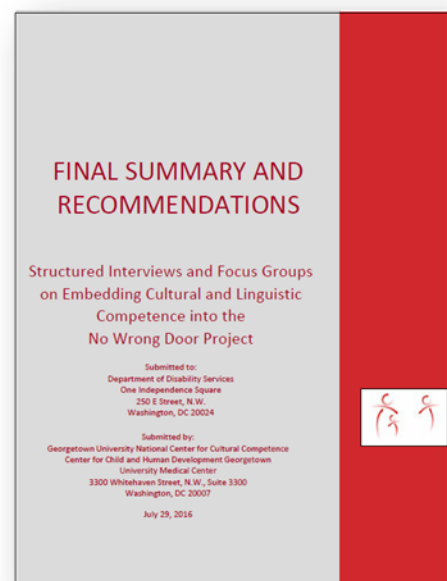
Progress Summary

Public outreach and engagement is key to the NWD system. In the first year, the District focused outreach efforts across five LTSS agencies – DC Office on Aging, Department of Healthcare Finance, Department of Human Services, Department on Disability Services, and Department of Behavioral Health. It has been important that our core LTSS agency partners were fully informed and engaged in the implementation of the NWD system. This involved approximately forty outreach and engagement activities/presentations in six months to our inter-agency LTSS partners and their constituents. Concurrently, the District proactively engaged in public outreach to various community stakeholders. Additionally, the District also produced a NWD e-newsletter sent to four hundred LTSS stakeholders.

Activities and Accomplishments

Cultural & Linguistic Competency

The NWD Leadership Team is committed to ensuring that public education efforts give special attention to underserved and hard-to-reach populations, including people with hearing and visual impairments and limited English speaking populations. As part of this effort, the District, in partnership with the Georgetown University National Center for Cultural Competence (NCCC), finalized a review of intake and public information approaches. NCCC provided recommendations that support better outreach and engagement with people in need of LTSS and their families, focused on approaches that reflect stronger cultural and linguistic competence. Additionally, an inter-agency subcommittee was developed to make recommendations for cross-agency approaches, with representatives from all participating LTSS agencies with a co-chairs from DBH and the NWD project team. NCCC and NWD Project Staff conducted presentations on Cultural and Linguistic Competency to the Executive Leadership of DCOA, DBH and Mayor's Office of Community Affairs, which includes the following Mayoral offices: Latino Affairs, Veterans Affairs, Asian and Pacific Islander Affairs, African Affairs, Lesbian, Gay,



Bisexual, Transgender and Questioning Affairs and Returning Citizen Affairs. One of the early outcomes of the Cultural and Linguistic Competency Assessment was revising the Intake policy and procedure of one of our core LTSS partner agencies. Finally, Person-Centered Thinking (PCT) training materials for DBH and People Planning Together training were translated into Spanish, and PCT folders were translated into Spanish and Amharic, the top two non-English languages spoken in the District.

Marketing and Branding

The NWD system is implementing an outreach and marketing plan focused on branding the NWD system as a visible and trusted source of information and personalized one-to-one counseling that can help any person to learn about and access the LTSS options available in their communities. As part of this effort, the District partnered with a marketing firm to collaborate on creating a graphic to communicate and explain the NWD system. In this process, the District sent out over five hundred stakeholder surveys across LTSS, conducted two community meetings, three LTSS inter-agency meetings, and a joint inter-agency/stakeholder meeting. The District is in its final phase of renaming the No Wrong Door system with a logo to represent the initiative.



Measureable Outcomes and Products Resulting From Activities Above

The NWD project team achieved the following outcomes by September 30, 2016:

- ◇ The District also produced a NWD e-newsletter sent to four hundred LTSS stakeholders
- ◇ Created feedback loop surveys to get information to and from stakeholders on specific topics
- ◇ Created an active Outreach Subcommittee with representation from five core LTSS partners, community partners, and stakeholders
- ◇ Developing a NWD Logo and Interagency Marketing Strategy with broad stakeholder input that included over five hundred stakeholder surveys across LTSS, two community meetings, three LTSS inter-agency meetings, and a joint inter-agency/stakeholder meeting.
- ◇ Completed a Cultural and Linguistic Assessment of Intake; reviewed by the NWD Leadership Council; and presented to executive leadership of DCOA and DBH.
- ◇ Translated person-centered materials and curricula into Spanish to be disseminated to Spanish-speakers.

Challenges and Responses

Challenge: To build inter-agency cohesion and buy-in while engaging with community stakeholders to communicate the NWD vision and mission.

Response: Conducted various presentations to LTSS inter-agency partners and created subcommittees with inter-agency partners to build sustainability, buy-in, accountability, and collaboration in guiding the NWD system.

Challenge: To break down the NWD concepts and model into easily-understood language.

Response: Developed a NWD 101 PowerPoint for community engagement and communication.

Challenge: To develop a unified working definition for CLC to apply across all LTSS agencies for intake.

Response: Created a CLC subcommittee with LTSS agency representatives to engage in discussion and help guide the CLC framework and implementation.

Challenge: To create a logo, tagline, and new name for the NWD that resonates to the community and across LTSS agencies while effectively communicating the purpose of NWD

Response: Conducted community meetings and inter-agency work sessions to solicit input in the design process, with support from a marketing firm, while coordinating with the NWD Leadership Council for feedback.

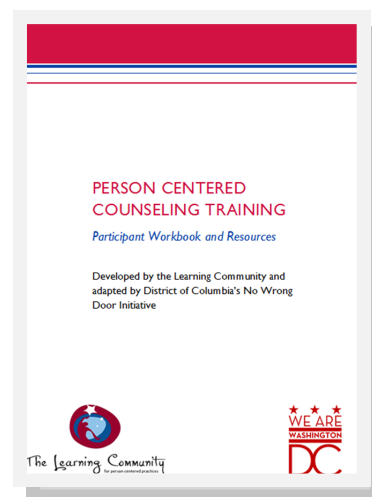


Person-Centered Thinking

Curriculum development, training, public and private collaboration toward a shared vision of a person-centered No Wrong Door system for all District residents

Progress Summary

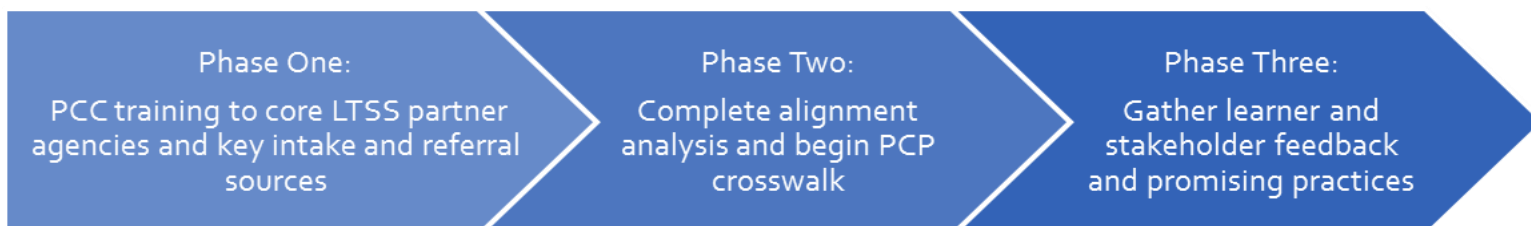
Person-centered counseling (PCC) is a key element of a NWD system. In the first year, the District focused on curriculum development and training efforts across five LTSS agencies – DC Office on Aging, Department of Health Care Finance, Department of Human Services, Department on Disability Services, and Department of Behavioral Health. This required collaboration to ensure consistent person-centered messaging and promotion of person-centered thinking trainings. Agencies reinforced the importance of attending trainings to adequately meet the needs of people and federal regulation. Concurrently, the District engaged in public outreach regarding person-centered thinking to various community stakeholders and key intake and referral sources. The District also produced a NWD Person-Centered Counseling training that was attended by over 200 learners across all of the core agencies. The NWD team started the nation's first Person-Centered Learning Community that includes families, people supported, and service professionals across the LTSS system.



Activities and Accomplishments

Current State Assessment

NWD prepared the current state of person-centered practice and training final report, synthesized feedback, and completed a crosswalk that will inform the Leadership Council of each agency's person-centered counseling practices and related trainings. NWD developed recommendations for continuing District wide person-centered training and to implement existing promising practices. The current state assessment was executed in three phases.

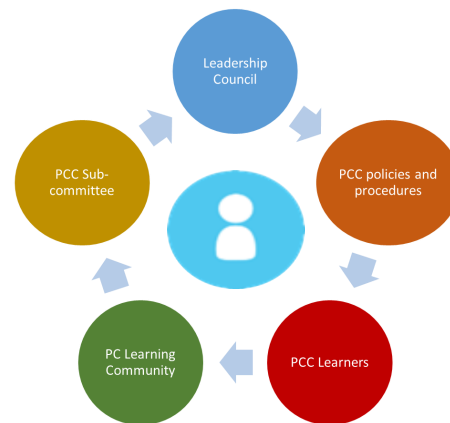
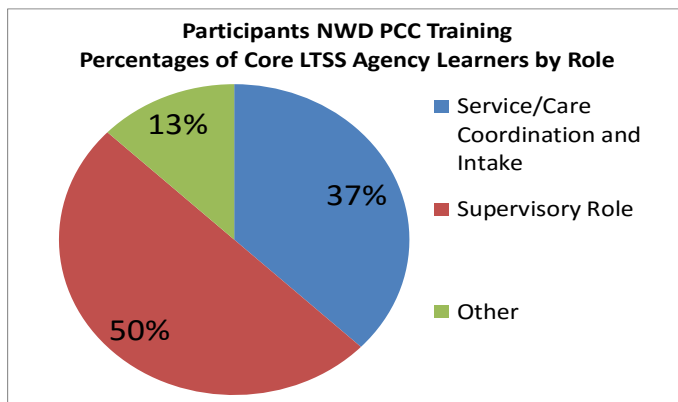


Training Outcomes

Since June 2016, No Wrong Door has hosted monthly two-day in-person trainings, and offered the online and one-day in-person pilot learning program developed by the Administration for Community Living (ACL).

In total, 202 people participated in the NWD PCC Training from June to September 2016. An additional 101 people participated in the Person-Centered Training offered by the Department of Behavioral Health (DBH) from January to June 2016. DBH also had thirty people in the follow-up one-day instructor course to then deliver the training independently at their agencies. Twelve NWD PCC trainer candidates and two mentor candidates have been successfully trained and will conduct independent trainings in November of 2016. Trainers are from DCOA, DDS's NWD team, Developmental Disabilities Administration (DDA), the DD Council, Georgetown University' University Centers for Excellence in Developmental Disabilities (UCEDD), ACL, and DHCF.

Through DDS, the lead NWD partner agency, a four-part workshop for families of people with LTSS needs was designed and piloted by four certified Family Planning Together trainers, who are also very knowledgeable of the National Supporting Families Community of Practice LifeCourse Framework. Learners included families receiving services through DDA, Vocational Rehabilitation Services (RSA), DC Public Schools (DCPS), and DBH. The training was conducted simultaneously in English and Spanish. Additionally, twenty-four people in need of LTSS and their support staff participated in People Planning Together training. Three participants became certified trainers and three became trainer assistants.



Measureable Outcomes and Products Resulting From Activities Above

The NWD project team achieved the following outcomes by September 30, 2016:

- ◇ Adapted District's Person-Centered Counseling Training Curriculum; reviewed by Learning Community
- ◇ Piloted multi-agency Person-Centered Training Program; twelve NWD PCC trainer candidates and two mentor candidates have been successfully trained and will conduct independent trainings in November.
- ◇ Completed PCT Alignment Analysis and Current State of PCT Report shared with NWD Leadership.
- ◇ First in the nation to expand PCT Learning Community to all LTSS learners; representatives and providers from core LTSS agencies attended.
- ◇ Trained 347 staff in Person-Centered Practices from 5 Core agencies and community partners.

Challenges and Responses

Challenge: Bringing Person-Centered Counseling Training to scale

Response: Through the NWD project, NWD consultants trained two person-centered mentors and eleven trainers representatives of four core LTSS agencies, two community partners and a federal partner. NWD staff also continue to work with other person centered training programs across the District to identify sustainable and scalable models.

Challenge: Creating a unified vision and practice guidelines for person-centered counseling

Response: Conducted an alignment analysis of current person-centered training of core LTSS agencies to identify areas of common practices and agreement on philosophies. Completed PC training crosswalk.

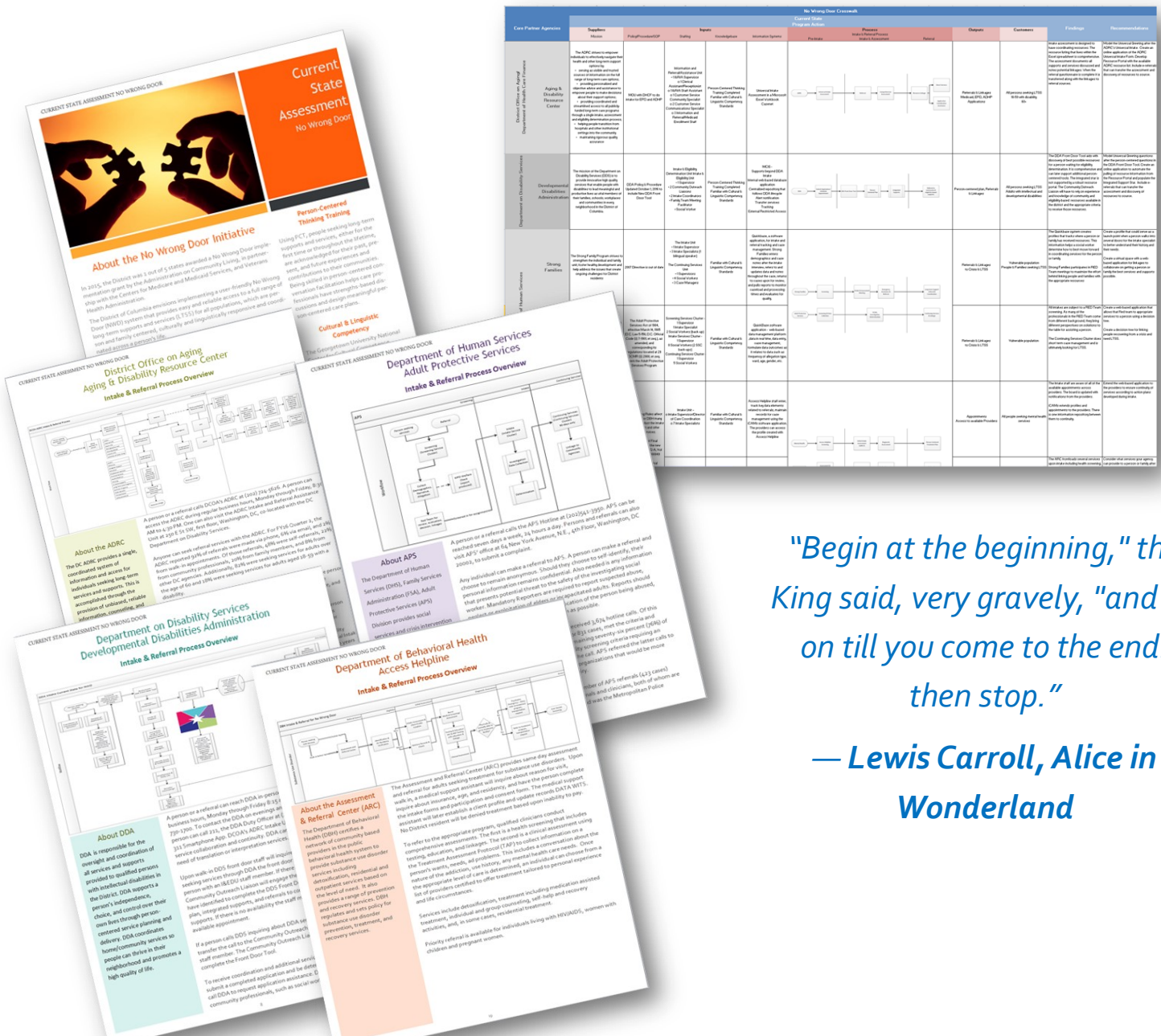
Measurable Outcomes and Products Resulting From Activities Above

NWD staff completed a Current State Assessment including process maps and a crosswalk, which was shared with NWD Leadership Council to inform the recommendations for future actions.

Challenges and Responses




Challenge: The Leadership Council and NWD staff needed to discover and understand each partner's past and current initiatives to redesign their intake and referral processes.




Response: NWD staff reviewed current policies and procedures in each of the five agencies, observed and interviewed staff involved with intake, and joined implementation working groups to capture information about the current and new intake and referral processes and intake databases. NWD staff shared this information with all members of the Leadership Council, including the Office of the Deputy Mayor for Health and Human Services.



Six-Month Commitments to ACL

The following make up the six-month commitments that the District of Columbia made to ACL at the No Wrong Door Learning Session.

Progress Key:  Significant progress or outcome achieved  Moderate, steady progress
 Minimal or no progress

| NWD Six-Month Commitments to ACL 3/1/2016 – 9/30/2016 | Key Performance Indicator | NWD Core Area & Lead | Progress Code |
|---|--|---|---|
| Develop and finalize an assessment of linguistic and cultural competence. | Finalization of Structured Interviews and Focus Groups on Embedding Cultural and Linguistic Competence into the No Wrong Door Project | Area: -Public Outreach and Coordination with Key Referral Sources -Person-Centered Counseling, Planning and Practices Lead: Cultural & Linguistic Competency (CLC) Subcommittee and NWD Leadership with support from NCCC Membership representing DBH, DHCF, DDS, DCOA, DHS. |  |
| Train 2 mentor trainers, 8 Person Centered Thinking (PCT) Trainers, and 200 people on PCT | 2 PCT mentors trainers 12 NWD PCT trainers trained 30 additional PCT trainers 347 Learners | Area: -Person-Centered Counseling, Planning and Practices -Person-Centered Thinking (PCT) Lead: PCT Subcommittee and NWD Leadership with support from SDA Membership representing DBH, DHCF, DDS, DCOA, DHS, UCEDD, DDC. |  |
| Pending approval of the Advance Planning Document from the Centers for Medicare and Medicaid Services (CMS), issue a Request for Proposal (RFP) for new Multi-Agency Case Management System that supports NWD eligibility, enrollment and access to LTSS. | Received approval from CMS for Advance Planning Document from the Centers for Medicare and Medicaid Services (CMS). Issued a Request for Proposal (RFP) for new Multi-Agency Case Management System that supports NWD eligibility, enrollment and access to LTSS. | Area: State Governance and Administration Lead: DHCF, DCOA, DDS |  |

| NWD Six Month Commitments to ACL 3/1/2016 – 9/30/2016 | Key Performance Indicator | NWD Core Area & Lead | Progress Code |
|--|---|--|---------------|
| Issue RFP for a marketing firm to create a graphic to communicate and explain NWD systems. | <p>Issued RFP for a marketing firm to create a graphic to communicate and explain NWD systems.</p> <p>Held 6 meetings with public and private partners to seek feedback on NWD messaging.</p> | <p>Area: Public Outreach and Coordination with Key Referral Sources</p> <p>Lead: Outreach Subcommittee and NWD Leadership with support from marketing consultant. PIOs and program staff from DBH, DHCF, DDS, DCOA, DHS.</p> | |
| Process-map intake in the 4 NWD partner agencies. | <p>Current State Assessment Report for Core LTSS Partner Agencies</p> <p>Crosswalk Analysis Report</p> | <p>Area: Streamlined Eligibility for Public Programs</p> <p>Lead: Program Development Specialist, Business Analyst and NWD Leadership, Program staff from DBH, DHCF, DDS, DCOA, DHS.</p> | |
| Finish cost allocation study for Medicaid Administrative claiming for the DC Office on Aging (DCOA) and lead agencies and draft new Memorandum of Understanding between the Department of Health Care Finance (DHCF) and DCOA. | Finalization of cost allocation study | <p>Area: State Governance & Administration.</p> <p>Lead: DCOA & DHCF</p> | |
| Issue RFP for Resource Portal | Issue of RFP for resource portal. | <p>Area: Streamlined Eligibility for Public Programs</p> <p>Lead: Program Development Specialist and NWD Leadership with support from SME.</p> <p>Ongoing collaboration with program staff from DBH, DHCF, DDS, DCOA, DHS.</p> | |
| Pilot PCT training with families that blends PCT and Supporting Families Community of Practice (CoP) Life Course elements to inform the front door design. | <p>Design new pilot curriculum</p> <p>Completion of PCT training for families.</p> | <p>Area: Person-Centered Counseling, Planning and Practices</p> <p>Lead: Person-Centered Thinking (PCT) Subcommittee and NWD Leadership with support from SDA, the National Supporting Families Community of Practice, UCEDD, and DDC.</p> <p>Membership representing DBH, DHCF, DDS, DCOA, DHS.</p> | |

Products

Governance

No Wrong Door Six-Month Commitment Progress
No Wrong Door Structural Organization Chart

Public Outreach and Engagement

Final Summary: Embedding Cultural and Linguistic Competence into NWD Project
NWD Logo Presentation
Flyer NWD Marketing Community Meeting
Append NWD Naming Survey
NWD Newsletter
Stakeholder Survey
Cultural and Linguistic Subcommittee Charter

Person-Centered Thinking

Person-Centered Thinking Current State Assessment and Crosswalk
Person Centered Counseling Training Curriculum
SDA Alignment Analysis
Person Centered Thinking Subcommittee Charter
DC Person Centered Learning Community World Café Results
Person Centered Counseling Training Evaluation Form

Streamline Access to Public Programs

NWD Current State Assessment and Crosswalk
Current State Assessment Interview Guide
Current State Assessment Observation Guide
Current State Map Diagrams

All products are available upon request.