



Data-Driven Process Improvement:

Capacity Building and Contract Retention

Who are we?

We are a Contract Performance team of the Texas DFPS Office of Data and Systems Improvement. We specialize in contracted care evaluation, focusing on improving child safety and outcomes. Partnering with agency leadership, our team enhances the way the DFPS monitors and utilizes contracted care.

Contact Us

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Foster care placement crisis in Texas

As the residential treatment service providers are decreasing, the number of children without placements is increasing.

280%
Increase in children without placement events in 2020

-2.5 YEARS
Average drop in tenure for all general residential operation contracts 2018-2021

400%
Psychiatric transition program contract turnover rate 2018-2021

CHALLENGES



The Texas foster care system is facing unprecedented challenges: (1) a significant increase in the number of children who are without placements and (2) new congregate care contracts being terminating within a few years of facilities opening due to child safety concerns. As a result, beds for those children who need services the most are scarce. Because Texas relies heavily on residential care, the most effective and realistic intervention for increasing systemwide capacity should **first aim at stabilizing the providers' performance and avoiding closures.**

INTERVENTIONS



Graduated capacity building for new residential facilities



Platform for regular communication



Tools for data-informed decision making

GOALS



By initially limiting placement capacity for new residential care providers, they are able to gain the skills needed to serve children with high-acuity needs.



By increasing communication and utilization of data, DFPS is able to intervene proactively if providers show signs of struggle.



Experienced, skilled providers remaining open will lead to stability of the overall system. Statewide capacity will gradually increase.



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Process

01 Define



Define the problem and questions

- Children without placement
- New residential facilities closing

02 Analyze



Identify symptoms and possible root causes by reviewing existing data

- Trends and patterns
- Relationship between factors

03 Consult



Confer with experts

- Literature review
- Practice experts
- Key stakeholders

04 Create



Implement new process, communication, and tools

- Regular meetings
- Automated report
- Placement dashboard
- SharePoint

05 Evaluate



Measure outcomes using existing and new data

- Agency data
- Structured observation
- Surveys



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Tool Examples

Structured Observation Tool

Date:	<input type="checkbox"/> Initial <input type="checkbox"/> Reassessment
Operation:	
<input type="checkbox"/> Face-to-face <input type="checkbox"/> Virtual	
Start Time:	End Time:
People in Attendance:	<input type="checkbox"/> SSCC liaison
<input type="checkbox"/> Regional contract managers	<input type="checkbox"/> Contract performance team member
<input type="checkbox"/> Residential treatment placement coordinators	<input type="checkbox"/> HHSC liaison
<input type="checkbox"/> Placement liaison	
Documents provided to the group:	<input type="checkbox"/> Caseworker survey results
<input type="checkbox"/> Initial matrix results	<input type="checkbox"/> 5 Year Report
<input type="checkbox"/> Ongoing Report Card Results	<input type="checkbox"/> SB 781

Check if any of the following was discussed:	Notes:
<input type="checkbox"/> Prior DFPS History <input type="checkbox"/> Prior DFPS CCR Citations <input type="checkbox"/> Prior DFPS RCC Violations <input type="checkbox"/> Prior DFPS CCI RTBs <input type="checkbox"/> Prior UTDs <input type="checkbox"/> Prior Operational Experience <input type="checkbox"/> Prior DFPS Complaints <input type="checkbox"/> Prior CBC Complaints <input type="checkbox"/> Prior CBC Contracting History <input type="checkbox"/> Governing Body History <input type="checkbox"/> Highest Level of Care <input type="checkbox"/> Initial Inspection History <input type="checkbox"/> Technical Assistance History <input type="checkbox"/> Licensed Administrator Experience <input type="checkbox"/> Licensed Administrator # of Operations <input type="checkbox"/> Key MGMT Staff Experience <input type="checkbox"/> Staff Tenure <input type="checkbox"/> Staff Turnover <input type="checkbox"/> Current CCR Citations <input type="checkbox"/> Current RCC Violations <input type="checkbox"/> Current CCI History & Dispositions <input type="checkbox"/> Current CBC Contract <input type="checkbox"/> Current Liquidated Damages <input type="checkbox"/> EBI Usage <input type="checkbox"/> RCC Serious Incident Reporting Violations <input type="checkbox"/> Discharges/Runaways <input type="checkbox"/> Regional capacity/CWOP <input type="checkbox"/> Other _____ <input type="checkbox"/> Other _____ <input type="checkbox"/> Other _____	





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Structured Observation Tool

Question:	Notes:						
Was the voice of the provider heard? <input type="checkbox"/> Yes <input type="checkbox"/> No							
Was there consensus on the decision? <input type="checkbox"/> Yes <input type="checkbox"/> No							
Were there positive attributes discussed about the facility (not just the absence of negatives)? If so, describe in the notes. <input type="checkbox"/> Yes <input type="checkbox"/> No							
Initial Assessment: What was the initial placement recommendation using the NCC model tool? <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;">Total Key Org Factors Points</td> <td style="width: 20%;"></td> </tr> <tr> <td>+ Total Protective Factors Points</td> <td></td> </tr> <tr> <td>= Total Initial Placement Points</td> <td></td> </tr> </table>	Total Key Org Factors Points		+ Total Protective Factors Points		= Total Initial Placement Points		
Total Key Org Factors Points							
+ Total Protective Factors Points							
= Total Initial Placement Points							
Did the NCC model tool recommendation match the final decision? <input type="checkbox"/> Yes <input type="checkbox"/> No							

Question:	Notes:
What was the final decision about capacity?	
What was the final decision about the number of children at each service level?	
What was the biggest driver of these final decision?	
Who made the decision?	



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Automated Report Example

January 2022 through August 2022

Facility Information

Name: [Operation Name]
Operation Number: [#]
Resource ID: [#]
Licensed Administrator: [Name]
Licensed Care Type: Emergency Care Services Only
SCOR Number:
SSCC Contract:
DFPS/SSCC Contract Type: General Residential Operation
DFPS Tenure:
Age Range: 10 - 15
Genders Accepted: Male
License Capacity: 15
DFPS Children Placed: 3
Percent Occupied: 20%

Serious Incidents

Child Fatality/Near Fatality:
Serious Incidents:
Media Coverage:

Summary of Outcomes

RTB Allegation	0	24 Hour Violations	0
RTB Cases	0	Valid Complaints	0
Deficiencies	10	Liquidated Damages	0
YFT Violations	0	Admin Penalties	0

Opened Abuse/Neglect Investigations

No investigations.





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Automated Report Example

RCCL Deficiencies

Failure to Report	Discipline	EBI
0	0	1

Total Cited Deficiencies: 16

	Activity Type	Activity Date	Standard Cited	Standard Weight	Citation Status
1	Assessment	07-29-2022	745.651(1)	Medium	Waived
2	Inspection	06-24-2022	748.2151(a)	Medium High	Waived
3	Inspection	06-24-2022	748.1209(a)	Medium Low	Waived
4	Inspection	06-24-2022	748.2855(b)	Medium High	Waived
5	Inspection	06-24-2022	748.1217(b)(5)	Medium High	Waived
6	Inspection	06-24-2022	748.109(2)	Medium	Waived
7	Inspection	06-24-2022	748.1205(a)(6)	Low	Waived
8	Inspection	06-24-2022	748.3115	Medium	Waived
9	Inspection	01-26-2022	748.3233(b)(3)	Medium High	Waived
10	Inspection	01-26-2022	748.3271(5)	Medium	Waived

Standard Descriptions:

1. Background Check Validation - You must inactivate a subject who is no longer associated with your operation within 7 days of leaving
2. Medication Record-Maintain cumulative record of prescription medications dispensed to child, include nonprescription meds for child under five yrs old
3. Child Orientation-Provided to child who is 5 years old or older within 7 days of admission and geared to child's intellectual level
4. EBI Documentation-Supervisors of caregivers involved in EBI must document review of the intervention within 72 hours of the incident
5. Admission Assessment-At admission, must include any history of trauma.
6. Admission Policies - include characteristics of the population the program serves
7. Admission Documentation-Includes medication the child is taking
8. Fire Extinguisher-Must inspect fire extinguisher(s) monthly
9. Evacuation-Emergency evacuation & relocation diagram must include designated location inside operation to take shelter from threatening weather
10. First Aid Kits-Each one must be stored in a designated location known to all employees

Active Residential Variances

*This report reflects data as of 08/31/22.

No variances cited.



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Daily Placement Summary Dashboard

