

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

400%

Psychiatric transition program contract turnover rate 2018-2021

-2.5

YEARS

Average drop in tenure for all general residential operation contracts 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 datainformed 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.

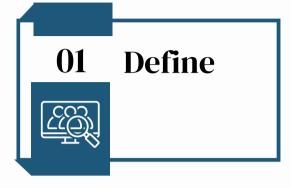


Experienced, skilled providers remaining open will lead to stability of the overall system. Statewide capacity will gradually increase.





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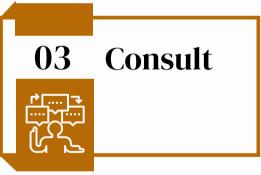
Define the problem and questions

- Children without placement
- New residential facilities closing



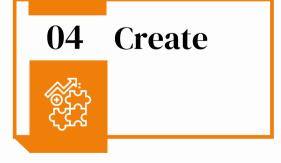
Identify symptoms and possible root causes by reviewing existing data

- Trends and patterns
- Relationship between factors



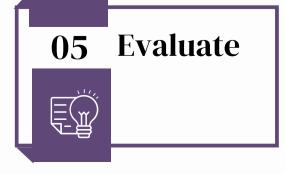
Confer with experts

- Literature review
- Practice experts
- Key stakeholders



Implement new process, communication, and tools

- Regular meetings
- Automated report
- Placement dashboard
- SharePoint



Measure outcomes using existing and new data

- Agency data
- Structured observation
- Surveys



Date:

Data-Driven Process Improvement:

□Initial □Reassessment

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Tool Examples

Structured Observation Tool

Operation:	
□Face-to-face □Virtual	
Start Time:	End Time:
People in Attendance: □Regional contract managers □Residential treatment placement coordinate □Placement liaison	□SSCC liaison □Contract performance team member
Documents provided to the group: □Initial matrix results □Ongoing Report Card Results	□Caseworker survey results □5 Year Report □SB 781
Check if any of the following was discussed:	Notes:
□ Prior DFPS History □ Prior DFPS CCR Citations □ Prior DFPS RCC Violations □ Prior DFPS CCI RTBs □ Prior DFPS COMPlaints □ Prior CBC Complaints □ Prior CBC Contracting History □ Governing Body History □ Highest Level of Care □ Initial Inspection History □ Technical Assistance History □ Licensed Administrator Experience □ Licensed Administrator # of Operations □ Key MGMT Staff Experience □ Staff Tenure □ Staff Turnover □ Current CCR Citations □ Current RCC Violations □ Current CBC Contract □ Current Liquidated Damages □ EBI Usage □ RCC Serious Incident Reporting Violations □ Discharges/Runaways □ Regional capacity/CWOP □ Other □ Other □ Other □ Other □ Other	



Question:

□Yes □No

Was the voice of the provider heard?

Data-Driven Process Improvement:

Notes:

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Structured Observation Tool

Was there consensus on the decision?		
□Yes □No		
Were there positive attributes discuss		
the facility (not just the absence of ne	gatives)?	
If so, describe in the notes. □Yes □No		
Lives Lino		
Initial Assessment: What was the initi placement recommendation using the		
model tool?	NCC	
Total Key Org Factors Points		
+ Total Protective Factors Points		
= Total Initial Placement Points		
Did the NCC model tool recommendat	ion	
match the final decision?	1011	
□Yes □No		
Question:		Notes:
What was the final decision about capa	acity?	
What was the final decision about the of children at each service level?	number	
or 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:

- 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

