

TEXANA CENTER
LOCAL PROVIDER NETWORK DEVELOPMENT PLAN
FY 2024 - 2025

The material in this Local Provider Network Development Plan is arranged as follows:

- Developmental Disability Services Overview
- Center Mission, Vision and Values
- Plan Development: Community Input, Assessment and Considerations
- State Goals/Objectives supported by Texana Center Goals and Planned Actions
- Opportunities for Innovation in Services and Service Delivery

Developmental Disability Services Overview

History

Texana Center is a 501(c) 3 public, not for profit, organization that provides behavioral healthcare and developmental disabilities services to residents of a six county area that includes Austin, Colorado, Fort Bend, Matagorda, Waller and Wharton Counties. The center began operations on September 1, 1999, following a merger of two other healthcare organizations. Texana Center has its headquarters in Rosenberg in Fort Bend County, which is one of the fastest growing counties in the nation. The center has an annual operating budget of \$69,027,866 and a staff of 827.

Texana serves over 16,000 annually in its array of service programs that are located in each of the six counties, covering about 6,000 square miles. Texas Health and Human Services Commission (HHSC) designates the Center as the Local Intellectual and Development Disability Authority (LIDDA) and the Local Mental Health Authority. The focus of this Local Plan are those services and supports provided by the Center as the Local Intellectual and Developmental Disability Authority.

Structure

There are three Divisions of Developmental Disability Services within Texana Center, each offering services to persons with a diagnosis of intellectual disability or Autism. The Divisions operate programs funded by General Revenue, Medicaid, Private Pay, and Early Childhood Intervention (ECI). The Medicaid funded programs include the following: Home and Community-Based Medicaid Waiver program (HCS), ICF/ID, Texas Home Living Medicaid program (TxHmL), Community First Choice and Service Coordination.

The three Divisions of Developmental Disabilities Services are Authority Services, Provider Services, and Specialized Services. The Authority Services Division focus is on access and coordination. The Provider Services Division focus is on services and supports for adults. The Specialized Services Division focus is on Applied Behavior Analysis and autism services for children and adults. The Directors of the three Divisions of Developmental Disabilities Services report to the Center's Chief Executive Officer.

Mission, Vision and Core Values

MISSION: To deliver life-changing services to people with mental health issues, autism and developmental disabilities.

VISION: To be recognized and supported as the leading resource for people with mental health issues, autism and developmental disabilities.

Texana staff provide assessment, treatment and coordination to help children and adults navigate life with clarity. The core values supporting the Center mission and vision are RESPECT: **R**esponsibility, **E**mpowerment, **S**taff, **P**otential, **E**xcellence, **C**hoice and **T**eamwork.

Plan Development: Community Input, Assessment, Considerations

Community Input

In the development of the Local Provider Network Development Plan, Texana Center solicits information regarding community needs for intellectual and developmental disability services.

Representative of the local community: Texana Center leadership and staff representatives routinely meet with community partners to gain insights into their views of IDD services. Through these meetings, leadership learns what services are valued, what services are needed, and what services need improvement. Staff representative participate in the following:

- Community Resource Coordination Groups in all six counties;
- Aging Disability and Resource Center in the Houston/Galveston region;
- Health and education fairs sponsored by the counties served or school districts;
- Transition fairs sponsored by school districts;
- Fort Bend Connect, a network of social service organizations;
- United Way sponsored events in all six counties;
- Case consultation with local law enforcement in all six counties;
- Families for Effective Autism Treatment;
- Friends and Families of Asians with Special Needs;
- Faith-based outreach events; and
- Routinely scheduled meetings with Waiver Provider Agencies.

Individuals receiving community-based intellectual disability services and family members of those individuals: The Center's Strategic Planning process includes Opinion Surveys with stakeholders of IDD Services. Survey participants are

asked to assess the service delivery elements most important to them. The survey includes assessment of intake, service coordination, job services, residential services, support services, crisis services, behavior supports, Early Childhood Intervention, and the delivery of services. SLT considers the survey results in the development of the goals of the Local Provider Network Development Plan. Both Authority Services and IDD Provider services complete annual satisfaction surveys for a sample of clients receiving services and their family members.

Residents of the State Supported Living Center (SSLC), family members of those residents, and members of the SSLC volunteer services councils: Texana Center participates in Interagency Planning meetings with Richmond State Supported Living Center and surrounding LIDDAs (The Harris Center, Tri-County Services, Spindletop Center, Brazos Valley Center, and Gulf Coast Center). In addition, when invited to participate in a resident's Interdisciplinary Planning meetings, as part of the Community Living Options and Information Process, Texana Center staff solicit feedback about what services are needed to support the resident in a community setting. Texana Center participates in the annual training that RSSLC provides to its residents and their family members, inclusive of members of the RSSLC Volunteer Services Council. The goals of the Local Provider Network Development Plan include strategies for gathering the feedback of the RSSLC residents and family members in a measurable format in the future.

Assessment

Satisfaction Surveys

The Authority Services management team reviews the results of the Service Coordination Satisfaction surveys, and identifies trends and opportunities for improvement. The Center's IDD Utilization Committee receives a report of the survey results and may make additional recommendations for improvements. The Authority Services Director is responsible for the implementing improvement strategies recommended by the management team and the IDD Utilization Committee. The Authority Services management team is responsible for assessing the success of the improvement strategies, and for revising strategies to attain desired improvements.

The Provider Services management team reviews the results of the client satisfaction surveys, conducted with participants in the Texana Center Home and Community Based Services program. The Texana Center HCS Advisory Committee also reviews the results of these surveys, and identifies trends and opportunities for improvement. The Center's IDD Provider services management team receives a report of the survey results and may make additional recommendations for improvements. The Provider Services Director is responsible for implementing improvement strategies recommended by the HCS Advisory Committee.

NCQA Assessment Reports

In 2020, the Authority Services Division attained accreditation for Long Term Services and Supports – Case Management (LTSS-CM) through the National Committee for Quality Assurance (NCQA). In 2023, Authority Services Division attained renewal accreditation for the next three years. In compliance with the NCQA quality standards, Authority Services completed a number of annual assessments and considered the results in the development of this Local Provider Network Development Plan. The most recent reports, included in this Plan as Appendix A, assess the IDD population served, satisfaction with case management, client participation in planned services, access to crisis intervention and behavior stabilization supports, complaint resolution, and critical incident management. The IDD Utilization Committee reviewed the analysis in these reports, and the Authority Services Management team implemented improvement strategies included in this Plan.

Waiver Interest Lists

As of September 1, 2023, there were 119,134 individuals residing in Texas who are on a statewide interest list for the comprehensive Home and Community Based (HCS) Waiver. Of these 119,134 individuals, 6,288 resided in the Texana Center service area. By comparison, in 2006, there were 843 individuals, residing in the Texana Center service area, on Interest List for the comprehensive Home and Community Based (HCS) Waiver.

For persons residing in one of the Center’s six counties, Authority Services is responsible for the addition of a person to the Interest List and for, contacting each individual on the local HCS Interest List at least once every biennium to ascertain their continued interest in HCS services. The population growth in the Texana Center services area has resulted in the continued rapid growth of the HCS Interest List, and subsequent workload, for the Texana service area.

Waiver Enrollments

For the past biennium, Fiscal Years 2022-2023, Texana Center requested and received 70 offers of enrollment into the HCS waiver for individual with emergent needs (49 Crisis Diversion, 4 NF Transition, 5 NF Diversion, 12 CPS Aging out of Care.). In addition, Texana Center received 165 offers for enrollment into HCS waiver and 123 offers for enrollment into the Texas Home Living Waiver for individuals on the statewide Interest List. For the Texana service area, HHSC is projected to release 180 HCS waiver slots for the biennium Fiscal Years 2024-2025. In addition, for the Texana service area, HHSC is projected to release 150 TxHmL waiver slots for the biennium Fiscal Years 2024-2025.

Waiting List for General Revenue Services

The service area for the Center includes metropolitan counties with rapid growth projection, Fort Bend and Waller. The service area also includes rural counties with marginal growth projection, Austin, Colorado, Matagorda and Wharton. From 2010 to 2021, Fort Bend County grew by 45.51% to 858,902, and Waller County grew by 34.92% to 58,714. With Fort Bend County alone projected to reach an estimated 960,000 by 2025, demands for services will continue to increase while resources become scarcer. IDD Divisions strive is to serve as many individuals as possible within the available resources.

Intake and Access Trends

Texana Center intake data show a marked growth in the number of children and adolescents with autism spectrum disorders seeking services, most notably in Fort Bend and Waller Counties. These two counties are the home to three large school districts (Katy, Fort Bend and Lamar Consolidated). An increase in the number of children and adolescents has increased the demands for both behavioral supports and respite. An increase in the number of young adults transitioning from school to adult services has increased the demand for supported employment. Public transportation is very limited in the Center's service area and families are requesting assistance with transportation to and from day activities. (Individuals residing in Austin, Colorado, Wharton and Matagorda counties have limited public transportation through the Colorado Valley Transit Authority; individuals residing in Fort Bend have limited public transportation through Fort Bend County transit; and individuals residing in Waller counties do not have access to a public transportation system.)

While the number of persons served in our rural counties is stable, our rural population is steadily aging. The number of individuals served in nursing facilities in rural areas is rising, and as a result, the cost for screening individuals admitted to nursing facility increases. The IDD Authority Services Division completes the PASRR screenings for mental illness and intellectual disabilities and provides Habilitation Coordination services for eligible individuals residing in nursing facilities. In addition, an increase in the number of older adults, or adults with older parents, has increased the demand for habilitation and community supports. The IDD Provider Services and the Specialized Services Divisions provide specialized services to eligible individuals residing in nursing facilities.

Crisis Services and Services for Dually Diagnosed (BH and IDD)

Texana Center recognizes that people with intellectual and developmental disabilities experience the same types of behavioral health disorders as people without disabilities.

Of the 2,147 persons with IDD served by Texana Center in FY 2019, 491 (22%) had co-occurring psychiatric disorders, including major depressive disorder, bipolar disorder, anxiety disorders, impulse control disorders, personality disorders, and major neurocognitive disorders. In 2023, the population assessment noted a 35% increase on reported diagnoses of Mental Illness (e.g., Bipolar, major depressive disorder, anxiety and schizophrenia).

In addition, Texana Center recognizes that people with intellectual and developmental disabilities experience trauma, including abuse and neglect, at higher rates than the general population. Persons with intellectual and developmental disabilities are at increased risk for developing post-traumatic stress symptoms that are mistaken as a symptom of their disability.

Texana Center continuously assesses the behavioral health needs of people with intellectual or developmental disabilities. The IDD Specialized Services Division provides services in the community and in homes for persons with IDD experiencing behavioral challenges. With the increase in children and adolescents with autism spectrum disorders, the Center has an opportunity to be recognized in the community as a leader in Behavioral Supports for this population.

Consideration

In the development of the Local Provider Network Development Plan goals and program initiatives, Texana Center considers the following:

Criteria for assuring accountability for, cost effectiveness of, and relative value of service delivery options: When considering the cost effectiveness and value of initiating a new service and funding priorities for existing services, Texana Center leadership considers population data, service requests data, and waiting lists for data. Each IDD Division completes an annual budget, and financial reports are provided to the Board of Trustees quarterly. When there are trends indicating that programs are exceeding projected expenditures, leadership develops and implements plans of improvements to sustain the service or program within the annual budget allocation.

A significant achievement of the FY 2023 budget was an increase in the minimum base wage rate to \$15 for all employees. Although the 88th Legislature for the FY 2024-2025 biennium failed to approve the increase in rates for community attendants to the \$15 rate, Texana Center supported the implementation of the \$15 rate effective 9/1/22 to most positively impact client's access to high quality care.

Goal to ensure a client with an intellectual disability is placed in the least restrictive environment appropriate to the individual's care: Texana Center seeks to ensure this goal through the following strategies:

- Sustaining certification as an HCS and TxHmL provider
- Operating the ICF/ID Behavior Treatment and Training Center
- Completing weekly case reviews for persons potentially in need of a crisis diversion or nursing facility diversion for enrollment into the HCS, in need of a an ICF/ID placement, or admission to a State Supported Living Center
- Providing critical services through general revenue funds to support persons to continue to reside in their natural homes. Priorities for general revenue funds are behavior supports, respite, and employment training.

Opportunities for innovation to ensure that the Texana Center is communicating to all incoming and potentially interested individuals about the availability of RSSLC for individuals with an intellectual disability in the Texana Center service area: Texana Center seeks opportunities for innovation for this purpose through the following strategies:

- Reviewing the Residential Brochure and the Explanation of Services at the time of the initial screening, the biennial interest list contact, and the annual renewal persons directed plan.
- Reviewing the Residential Brochure and Explanation of Services during a crisis respite-planning meeting.
- Reviewing the Residential Brochure and Explanation of Services during a crisis screening for a person who is involved in the criminal justice system.

Goals to divert individuals from the criminal justice system: Texana Center seeks to divert individuals from the criminal justice system by restructuring the crisis intervention services through the following strategies:

- Texana Center is creating an IDD Crisis Intervention Services (CIS) Unit within the Authority Division effective 9/1/23. The new CIS unit will include Crisis Respite, CIS, Jail Diversion, and Crisis Diversion waiver enrollment.
- The IDD CIS Unit will perform after hours screening.
- The IDD CIS Unit staff will receive specialized training in trauma informed care and crisis resolution, and will shadow current Behavioral Health MCOT staff.
- The goal is to complete hiring and training in the first quarter with full implementation by 12/1/23. The new IDD CIS Unit will work closely with the Transition Support Team.

State Goals and Objectives
Texana Center Strategic Goals and Planned Actions

1. State GOAL: Efficiency, Effectiveness, and Process Improvement

Objectives for HHS:

1. Improve our culture, ethics, recruitment and retention.
2. Leverage technology and process improvement to better serve clients.

Texana Center Strategic Goal

1. Foster the culture of a diversity, equity and inclusion.
 - a. Demonstrate the National Standards for Culturally and Linguistically Appropriate Services (CLAS) in Health and Health Care in our leadership, services and operations.
 - b. Recruit and retain a diverse workforce of qualified, compassionate and committed staff.
 - c. Demonstrate fully integrated trauma informed care across our organization.
 - i. Emphasize physical, psychological, and emotional safety for all individuals, both our clients and staff.

Texana Center Planned Actions

1. Provide cultural competency training for all employees.
2. Establish a diversity-sensitive process for resolving complaints that emerge around race, culture, ethnicity, gender, or other diversity-related issues.
3. Assess policies and processes for potential bias in selection and remove barriers to diversity, equity and inclusion.
4. Promote equal opportunity in the Center's selection process through culturally sensitive language in job postings, interview questions and evaluation criteria.
5. Establish onboarding and new employee orientation processes that creates a welcoming atmosphere and includes a briefing on the commitment to diversity, equity and inclusion.
6. Include measures in the employee satisfaction survey that promote fairness, evaluate the results, and takes action for continuous improvement.
7. Provide Trauma Informed Care training to all Texana Center employees.
 - a. Certify Texana Center staff as trainers of Trauma Informed Care.
 - b. Implement Trauma Informed Care as a component of new employee orientation.

Texana Center Strategic Goal

2. Leverage our Electronic Health Record (EHR) platform to improve our organizational processes to better serve clients.

Texana Center Planned Actions

1. Develop robust reporting tools to support decision-making, planning and workflow efficiencies.
2. Achieve efficiencies in client data collection through the EHR.
3. Explore Artificial Intelligence services to create cost effective service documentation and state reporting processes.

2. State GOAL: Improving the Health and Well-Being of Texans

Objectives for HHS:

- Enhance behavioral healthcare outcomes.
- Increase independence and positive outcomes for people with disabilities and their caregivers.

Texana Center Strategic Goal

1. Enhance service outcomes for our clients with the most complex needs.
 - a. Maintain accreditation for Case Management for Long-Term Services and Supports Programs through the National Committee for Quality Assurance (NCQA).
 - b. Assure an accountable and cost effective service delivery system for people with intellectual and developmental disabilities.
 - c. Expand Crisis Intervention Services for persons with IDD to include after-hours screening and jail diversion.

Texana Center Planned Action

1. Maintain center-wide policies and procedures supporting the principles of CCBHC and NCQA.
2. Continue and expand Texana Center IDD programs that address prevention and treatment interventions for individuals with IDD and behavioral challenges.
3. Implement improvements to sustain Accreditation of Case Management for Long-Term Services and Supports through the National Committee for Quality Assurance (NCQA) by June 1, 2026.
4. Comply with state regulations to provide screening, Habilitation Coordination and Specialized Services to individuals with intellectual disabilities residing in nursing facilities.
5. Implement the Crisis Diversion Unit in the Authority Services Division, to include a Jail Diversion Coordinator responsible for collaboration and training with providers on strategies to divert individuals from the criminal justice system.

3. State GOAL: Customer Service and Dynamic Relationships

Objectives for HHS:

- Connect people with resources effectively.
- Increase stakeholder engagement and advisory committee membership diversity.
- Strengthen connections with partners who help us serve our clients.

Texana Center Strategic Goal

1. Strengthen our engagement with stakeholders and community partners.
 - a. Build on Texana Center’s brand awareness and growth opportunities by demonstrating the impact and value we bring to the communities we serve.
 - b. Achieve “No wrong door” access, directing persons to the services they need.
 - c. Expand collaborative planning with provider network and community partners.

Texana Center Planned Actions

1. Expand relationships with potential foundations and donors who see value in supporting Texana Center.
2. Continue to evaluate expansion plans to serve children with autism and adults with intellectual developmental disabilities in the Fulshear area.
3. Continue to develop private pay programs for individuals with autism and IDD.
4. Assist people to access a safe living environment, ensuring that transitions in care consider the individual’s right to live as independently as possible in the least restrictive environment.
5. Inform all individuals about the availability of the RSSLC as a service option during initial screenings, biennial interest list contacts, and crisis screenings. Include the HHSC Residential Brochure in the following distribution of materials: Intake packet, PDP packet for Texas Home Living and General Revenue, and the notification packet for waiver offers.
6. Participate in Interagency Planning meetings with Richmond State Supported Living Center and surrounding LIDDAs (The Harris Center, Tri-County Services, Spindletop Center, Brazos Valley Center, and Gulf Coast Center).
 - a. Seek stakeholder input on needed community supports for persons residing in Richmond State Supported Living Center.
 - i. Implement strategies to seek input from RSSLC residents, the families of the residents, and members of the RSSLC Volunteer Services Council.

[Opportunities for Innovation in Services and Service Delivery](#)

Resource Development

The costs for providing services have steadily increased. The 88th Legislature mandated increases in direct care rates for attendants to \$10.60 per hour. The rate increase failed to meet the existing minimum direct care wage (\$15 per hour) paid by Texana Center. Texana Center sought funding from two local foundations totaling \$1,000,000 to implement the \$15 rate effective 9/1/2022. As regulatory mandates and inflation increase, providing quality, higher priced services under low funding rates is a significant challenge.

EHR Project Conclusion: Texana Center has concluded a campaign to fund the planning, building, testing, and launch of the myAvatar system, which is used by all Texana Divisions. Development grants funded \$2,090,000, which was in excess of 98% of what Texana spent to launch the system. Funders included The Episcopal Health Foundation, The George Foundation, M.G. & Lillie A. Johnson Foundation, Inc., Henderson-Wessendorff Foundation, and Gulf Coast Medical Foundation. Having a new EHR was a requirement for the IDD Authority Division to obtain Accreditation of Case Management for Long-Term Services and Supports Programs through the National Committee for Quality Assurance (NCQA).

Fulshear Phase I Conclusion: Texana Center has concluded Phase I of the Capital Campaign in Fulshear raising just over \$2.5 million, exceeding the original goal of \$1.5 million as costs for the project rose considerably during the project's planning and execution. Key funders included the following: The George Foundation, Teresa A. Johnson Memorial Fund, The Fondren Foundation, The Brown Foundation, Madison Charitable Foundation, Inc., and Fred and Mabel R. Parks Foundation. The Fulshear project has allowed for a third location of the Children's Center for Autism as well as classes for teens and adults (both virtual and in person). In 2022, Texana opened the Texana Café at this location. The café provides internship opportunities for people with intellectual disabilities and autism, and provides a community space for everyone in Fulshear.

Substance Use Disorder Funding: The Development Department secured a \$200,000 grant from The Episcopal Health Foundation to provide substance use disorder services at the Brookshire Behavioral Healthcare Clinic. The grant funded three new staff positions in FY2022.

Competitive Federal Grants: Development also assists departments in preparing and reviewing documents for local, state, and federal funding that is available on a competitive rather than renewable contract basis. Recent funding includes Emergency Solutions Grant (ESG) funding for Behavioral Healthcare clients in Fort Bend. In the future, Texana will continue to pursue competitive local and federal grants.

Other Resource Development initiatives: Development includes all of Texana's agency-

wide marketing efforts and supports various initiatives to assist departments in pursuing financial and reputational success. Recent initiatives include:

- Ongoing support for the efforts of each department ranging from awareness months to publicity of specific events
- Logo and donor appreciation design for the Fulshear Campus to serve people with autism and intellectual disabilities
- Community connections and partnership building for the new campus and existing programs
- Hosting the organization's first hybrid event focused on autism self-advocacy and awareness

Branding: In 2022, Texana Center initiated a plan to modernize the Center image. While the plan is in its early stages, initial steps were taken to revise the logo, update brochures and informational materials, and plan for an updated website.

ARPA Funding: In March 2022, Texana Center received \$498,018 in Pandemic Emergency Assistance Funds/Temporary Assistance for Needy Families administered through an HHSC Performance Contract. The funds were allocated equally to the BH and IDD Divisions, and 100% of the funds were expended for rental/housing supports, housing modifications, emergency housing and ancillary expenses. In January 2022, Texana Center received a two-year grant from Fort Bend County, \$200,000 each year. Texana Center developed and implemented a Meaningful Day Program to enhance community-integrated activities for persons negatively impacted by the pandemic. To date, 127 stipends of up to \$3,500 were given to persons with IDD to access educational, social, and recreational activities in their communities. In April 2023, Texana Center received \$299,000 through the ARPA Workforce Challenge which was used to address staff access barriers and staff retention.

Diversity, Equity, Inclusion and Belonging Initiative: In 2022, with the support of a grant through the George Foundation and free consultation through the Center's membership with the Network of Mental Health Providers, Texana implemented strategies to comply with the Culturally and Linguistically Appropriate Standards (CLAS) for health care organizations. Initial steps included the appointment of a DEIB Advisory Council, staff training, and a DEIB plan.

Development of Private Pay services

The combined demographics and diagnostic trends for Fort Bend County presented a unique opportunity for Texana Center, IDD Services. Fort Bend County is one of the fastest growing counties in the nation. Age and economic population reports depict Fort Bend County as a growing community of young, financially stable families with school age and younger children. Our Authority Services Division identified a marked increase in the number of referrals received for children with autism spectrum disorders in Fort Bend County. These combined factors led to the development of private pay

services for autism services in Fort Bend County. The Forward Together in Fulshear project will offer training and enrichment classes for individuals with autism spectrum disorders and IDD. The site will include a Children’s Center for Autism, an employment program, and enrichment classes. Texana Center recently piloted several classes in preparation for the Fulshear expansion.

Quality Improvement Initiatives

Texana Center’s Case Management Program earned the National Committee for Quality Assurance (NCQA) Accreditation of Case Management for Long-Term Services and Supports (LTSS) in 2020, and renewal Accreditation in 2023. NCQA is an independent, not-for-profit organization dedicated to assessing and reporting on the quality of health-related programs. The Texana Center Case Management Program, operating in the Authority Services Division, serves over 2,000 persons with intellectual and developmental disabilities, and employs a staff of 55 case managers, called Service Coordinators. Of the 39 Community Centers in Texas, Texana Center is the second Community Center in the state to earn the NCQA Accreditation of Case Management for Long-Term Services and Supports.

Employment Initiatives

All IDD Divisions support expanding opportunities for competitive, integrated employment for persons with IDD throughout the Texana Center service area.

In IDD Provider Services Division, staff members are certified through the Workforce Commission as a provider of supported employment. These certified Employment Specialist and Employment coaches work to develop employment sites in the community, and Employment Coaches work to secure jobs. Additionally, IDD Provider Services collaborated with United Healthcare in a Project Search, a program dedicated to successful employment upon graduation from high school.

The Specialized Services Division implemented a new program in 2018 for Applied Behavior Analysis (ABA) Vocational Rehabilitation Services. Access and funds were through the Texas Workforce Commission. A Texana Center Board Certified Behavior Analyst provided the employment support services, with a focus on developing social skills to sustain employment. Additionally, Specialized Services Division implemented an Adult Center for Autism, which included routine outings in the community for individuals with IDD to learn about possible employment options.

In 2016, Texana Center launched The Forward Together in Fulshear Capital Campaign to create space to train young adults with autism and developmental disabilities for jobs in the community and also, to offer Applied Behavior Analysis to more children in a fast growing area of Fort Bend County.

In 2023, Texana Center collaborated with Texas Health and Human Services (HHSC) to implement a vocational training and job readiness initiative called the Apprenticeship Program. HHSC is using American Rescue Plan Act (ARPA) funds to pay for the program, which provides educational instruction on skills needed to obtain competitive employment and paid on-the-job training. The program involves Texana Center collaborating with local businesses, who have workforce needs, to provide training to persons with intellectual and developmental disabilities on the skills needed to be competitively employed by that local business or other similar businesses. Texana Center provides supported employment staff to provide training to individuals regarding interpersonal and behavioral skills required for employment as well as job performance skills. The local business is the job-training site where the person is paid to learn and perform specific job requirements to prepare for competitive employment. The outcome is the person works in the community or at that local business at the completion of the program. Texana Center is also implementing an adjunct to the Apprenticeship Program called virtual job coaching where the person uses an electronic device to track performance of job duties and interface with supported employment staff virtually to provide skills training, problem solving, and job performance. Texana Center is reimbursed for allowable costs under the program.

Day Adult Habilitation Services – Individualized Skills and Socialization Services

Effective March 2023, Texana Center began providing a new service array called Day Adult Habilitation Services – Individualized Skills and Socialization Services (DAHS ISS). These services replaced the Day Habilitation Waiver Service, which was not compliant with the Center for Medicaid and Medicare Services (CMS) Federal requirements for Community Based Services. The new service (DAHS-ISS) provides person with intellectual and developmental disabilities the opportunity for continuing education, skills building, and socialization in either a facility-based setting or a community-based setting. It provides the person opportunities to participate in events, volunteer opportunities, and specific interests in their community (for example, Art Classes, Yoga Classes, Cooking classes, and other enrichment activities). Texana Center is required to be licensed by the Day Adult Habilitation Services Program under Texas Health and Human Services (HHSC) and is monitored for compliance.

TEXANA CENTER
LOCAL PROVIDER NETWORK DEVELOPMENT PLAN
APPENDIX A: ASSESSMENT REPORTS

Current Reporting Period: 6/1/2022 – 5/31/2023
 Previous Reporting Period: 6/1/2021 – 5/31/2022
 Review Date: 08/23/2023

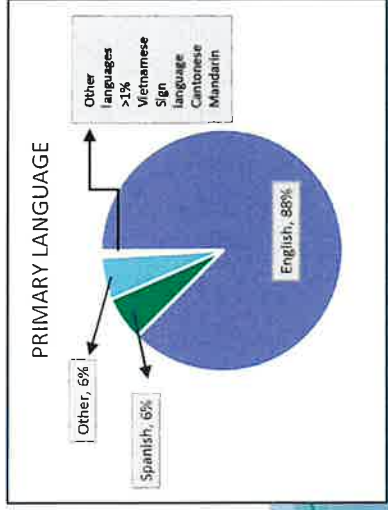
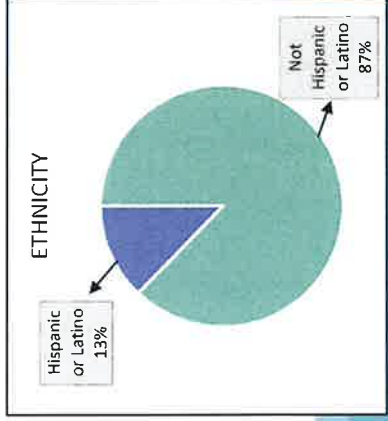
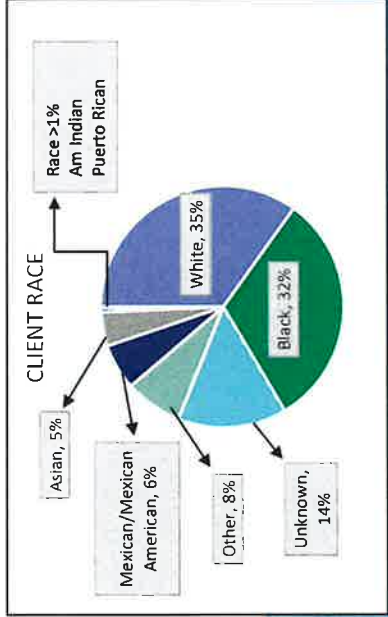
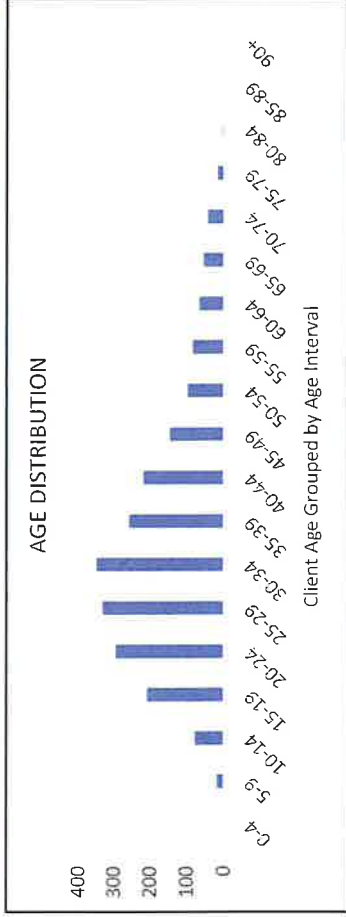
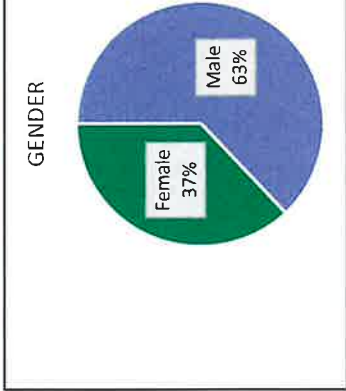


2A POPULATION ASSESSMENT REPORT

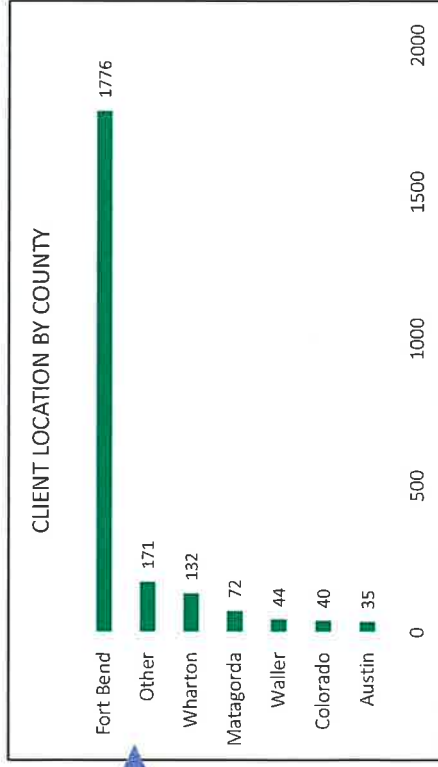
Texana Center is a 501(c)3 public, not for profit, organization that help individuals and families on their path to healthy, independent living by delivering life-changing mental health, autism, and developmental disabilities services. Texana Center is the designated local intellectual and developmental authority (LIDDA) for the local service area consisting of the following counties: Fort Bend, Austin, Colorado, Matagorda, Waller, and Wharton.

For this reporting period, a total of **2235** (unduplicated) individuals were served through the Texana Case Management program. Texana served 19.2% more individuals in the current reporting period compared to the previous. Texana Center identifies the following characteristics for its population: gender, age, client race, ethnicity, primary language, diagnoses, and program enrollment.

Characteristics of the Population

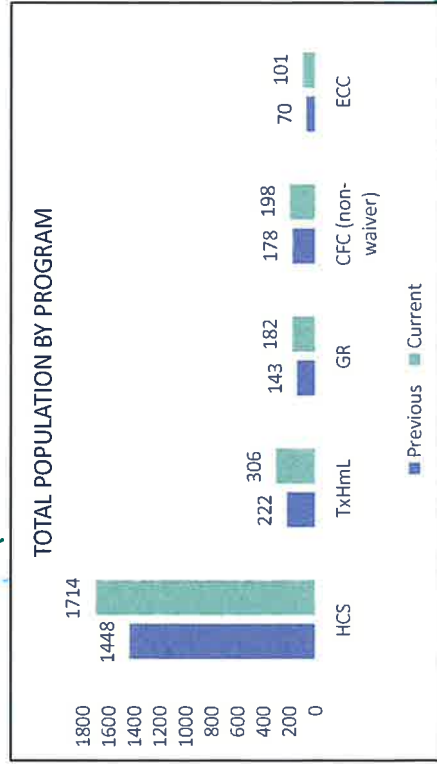


Characteristics of the Population continued



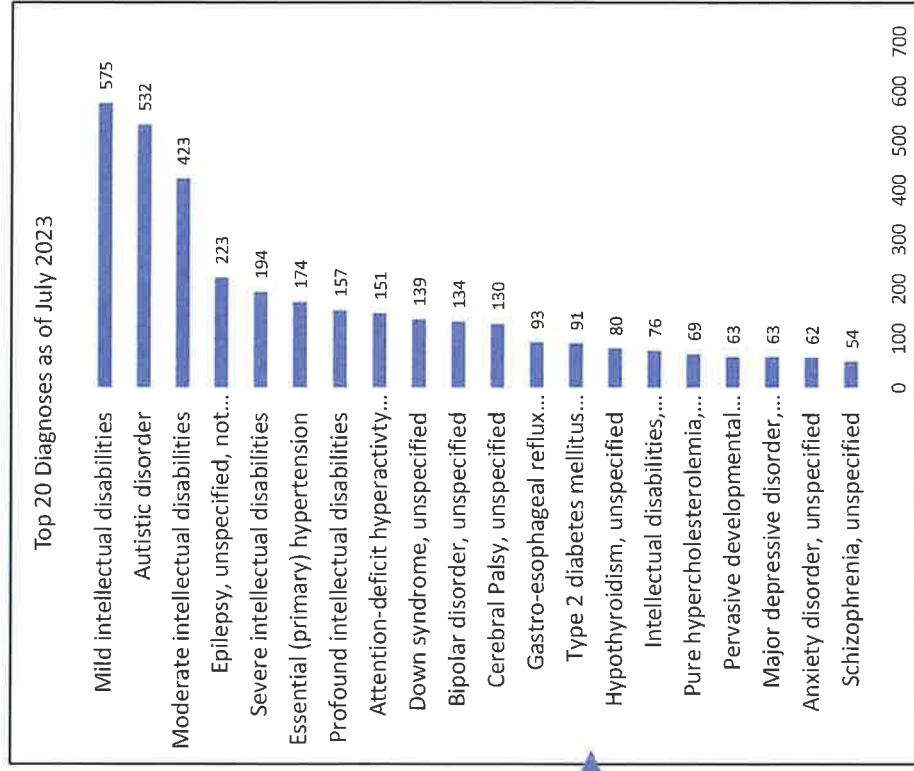
19.5% increase of clients served in Fort Bend County.

*Other is defined as counties located outside of Texana Center service delivery area (i.e. Harris County)



35% increase on reported diagnoses of Mental Illness (e.g. Bipolar, MDD, Anxiety and Schizophrenia).

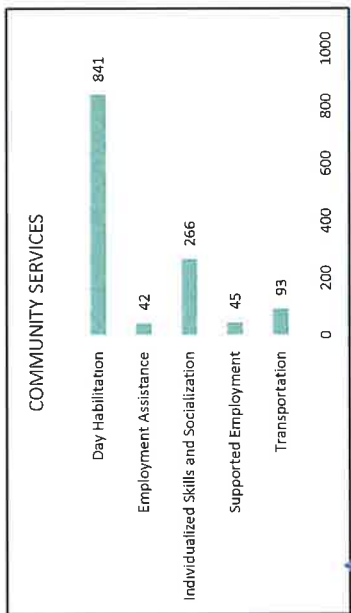
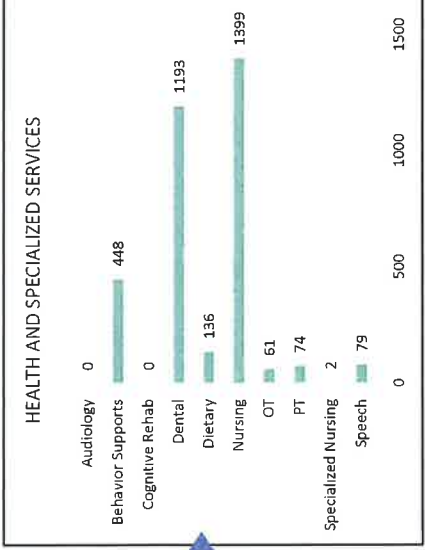
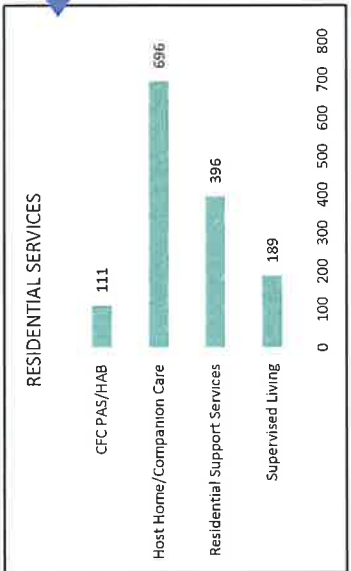
*Data on reported diagnoses are documented on the Discovery Tool which is completed by the Service Coordinator. Information to identify an individual's diagnosis is self-reported by the individual/LAR and/or gathered by the Determination of Intellectual Disability (DID).



TEXANA 2A POPULATION ASSESSMENT REPORT

Characteristics of the Population continued

Individuals' needs are identified by services documented on their current Person-Directed Plan (PDP).

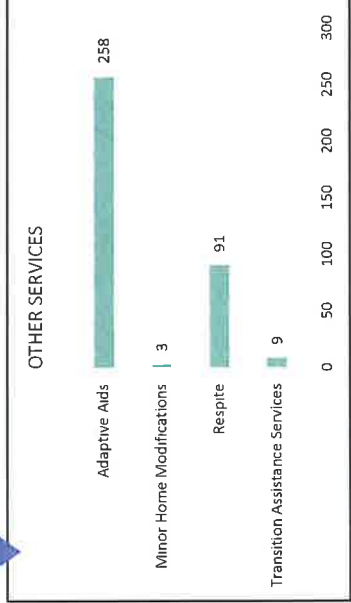


Effective March 1, 2023, Texas implemented a new service called Individualized Skills and Socialization (ISS). ISS replaces the existing Day Habilitation (DH) service. Moving forward, we expect to see a decrease in DH services. In comparison to the previous year, approximately 55% of individuals had DH as a service on their PDP. In this reporting period, about 37% of individuals still have DH as a service on their PDP. We expect this to decrease more. Approximately, 12% of individuals currently have ISS as a service on their PDP.

62% of individuals receive a residential service.

53% of services on an individual's PDP is a health and/or specialized service.

In the previous reporting year, other services included behavior supports, minor home modifications, respite, and transition assistance services. In this reporting year, behavior supports was categorized as a health and specialized service and adaptive aid services are categorized as other. Approximately, 6% of services on an individual's PDP are categorized as other.



Review and Update of Processes and Resources

Case Management Processes

Priorities within available funding for upcoming fiscal year discussed during the LIDDA Manager Meeting on 8/23/2023:

- New positions to address population growth and crisis intervention
 - Interest List Admin
 - 2 waiver Service Coordinators for caseload growth
 - Lead Crisis Intervention Specialist
 - Jail Diversion Coordinator
 - Authority Crisis Manager
 - Service Coordinator for Transfer/Reassignments
- Organizational structure modifications to address need for crisis intervention services for IDD and dually diagnosed individuals
 - Community Access Team Lead for waiver enrollments, transfers, and reassignments
 - Authority Crisis Team Lead for Crisis, SSLC and Jail diversions, MCOT, TLETs, and CLOIP

Case Management Resources

Texana LIDDA Managers reviewed Texana Center's Case Management population characteristics and noted a 35% increase of dually diagnosed individuals enrolled in services. As a result, Authority Services Division will collaborate with Texana Center's Behavioral Health and Specialized Services Division to identify available resources such as training opportunities in order to meet the needs of the enrolled population. Additionally, Authority Services Division will survey its enrolled population to analyze the utilization of the new service, Individualized Skills and Socialization and offer resources to the enrolled population for other day activity programs, as necessary.



LTSS 5E- Action and Remeasurement- Experience with Case Management

Current Reporting Period: November 1st, 2022-April 30th, 2023

Review Date: May 3rd, 2023

Previous Reporting Period: September 1st- 2021-July 31st, 2022

Activity Objective: Monitor and improve individuals' experience with case management.

Measure definition: The percentage of individuals who reported "yes" to all 8 of the satisfaction survey questions.

Measure rationale: A survey tool was developed to measure individual's satisfaction with the case management program.

Texana Center Case Management Program utilizes data collected to measure individuals' experience and program effectiveness. Survey tool is designed to evaluate experience with the case management program by obtaining feedback from individuals and analyzing complaints. By measuring overall satisfaction with the case management program allows opportunities of improvement for coordinating services through a structured process.

Survey Questions:

1. Have you met your Service Coordinator?
2. Does your Service Coordinator ask you what you want?
3. Can you contact your Service Coordinator when you want to?
4. Did you (client) take part in the last service planning meeting?
5. Did you know what was being talked about at the last service planning meeting?
6. Do your service planning meetings include people that you want to be there?
7. Were you able to choose the services that were part of your service plan?
8. Are you satisfied with your Service Coordinator

Baseline Methodology: Data collected by conducting phone interviews with individuals, designated representatives or LTSS providers. During the phone interview, individuals, designated representatives or LTSS providers are asked a series of questions developed by LIDDA Management to determine the overall satisfaction of the Texana Center Case Management Program. Individuals selected to participate in the survey are determined at random. There are 8 questions on the satisfaction survey. Overall satisfaction is counted when the respondent provides an answer of "yes" to all 8 questions.

Baseline: 87.5%, **Baseline Goal:** Improvement over baseline by 1%, **Source:** SQL Data warehouse report

Re-measurement plan: The experience with case management measure was reviewed at the IDD UJ meeting in August 2022. The percentage of individuals reporting having met their service coordinator dropped by almost 10%. One possible reason for the decrease in the number reporting having met their service coordinator could have been the increased rate of turnover in staff during that measurement period.

It was discussed that strategies to reduce turnover should be implemented as a way to increase the percentage of individuals that had met their service coordinator which would increase the overall satisfaction with the case management program.

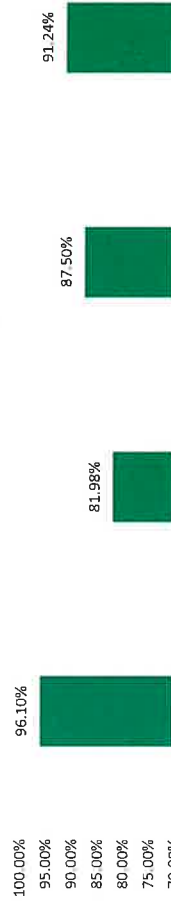
Interventions/Actions taken: As an attempt to decrease turnover, the following actions were taken:

1. Added an additional supervisor to decrease team sizes and provide better team support
2. Added an enrollment coordinator to help with the increased enrollments and assigning individuals to service coordinators at a faster rate
3. Added a floater service coordinator position to help with caseload coverage and provider transfers, reducing the workload of the other service coordinators
4. Adjustments to productivity benchmarks

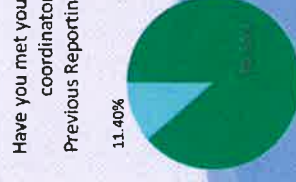
Date of implementation of the actions taken was November 1st, 2022

Quantifiable Measure: Increase percentage of satisfied individuals with Texana Center Case Management Program	Current Reporting Period	Previous Reporting Period
Numerator: Total number of individuals with a response of satisfaction with Service Coordinator	178	154
Denominator: Total number of individuals surveyed over the measurement period date	195	176
Percentage of satisfied individuals with the Texana Center Case Management Program	91.24%	87.45%

Overall Satisfaction with Case Management Program



Have you met your service coordinator?



Have you met your service coordinator?

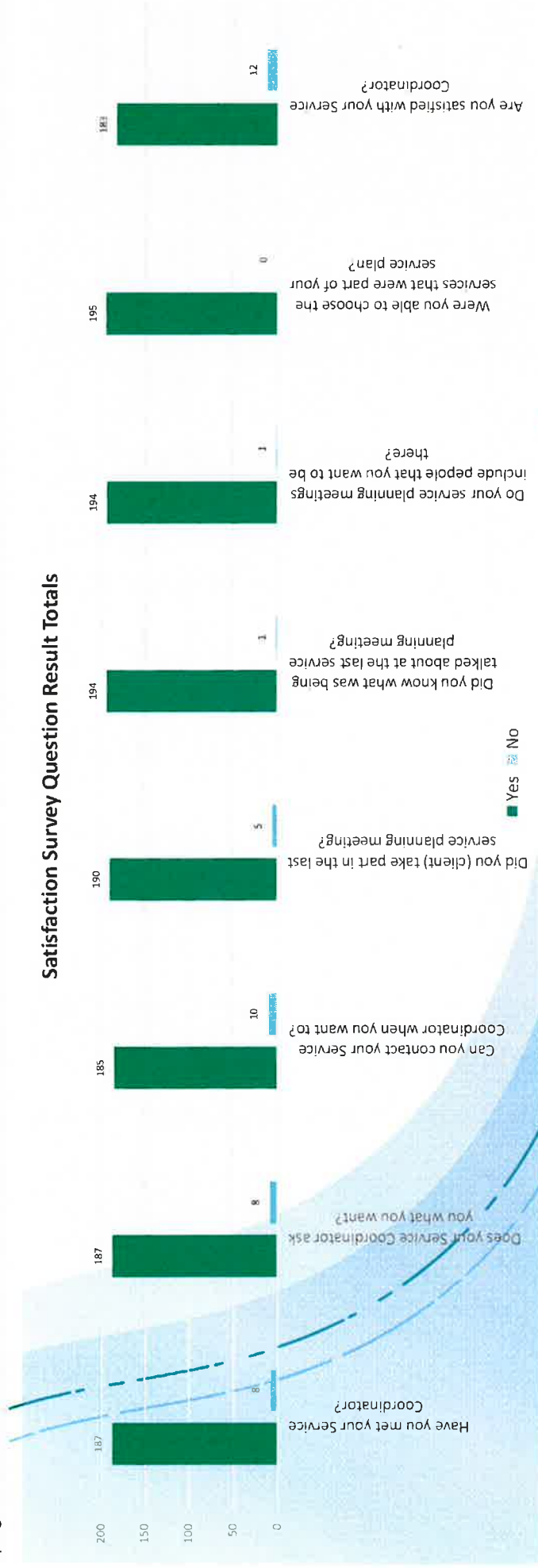


LTSS 5E- Action and Remeasurement- Experience with Case Management

Review Date: May 3rd, 2023

Quantitative Analysis: For this reporting period, 91.24% of individuals reported overall satisfaction with the case management program. Our goal for this remeasurement period was to increase overall satisfaction by 1% (to 88.5%). We increased our satisfaction by 3.74%. When respondents were asked "Have you met your service coordinator?" 8 of the 195 answered "no" (4.1%). This is an improvement from the last measurement period where 11.4% had said they had not met their service coordinator and contributed to our overall satisfaction percentage increasing. There was a total of 19 surveys (9.7%) that required a follow-up from the LIDDA management team.

Qualitative Analysis: Responses from the survey suggest that a higher percentage of individuals reported having met their Service Coordinator. The increase in these results could be due to the interventions that were implemented to reduce turnover. The increase in percentage of individuals that have met their service coordinator increased the overall percentage of satisfaction with the case management program.



Data Source: Electronic Health Record- SC Satisfaction Survey Assessment
 Data Collection Methodology: Personal Interview, SQL Warehouse Report pulled from questions on SC Satisfaction Survey form
 Sampling: Random selection of individuals that were open and enrolled to the targeted case management program that had not received a satisfaction survey
 Data Collection Cycle: Continuous
 Data Analysis Cycle: Once a year



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LTSS 5B- Track and Analyze a Measure of Effectiveness- Participation

Current Reporting Period: May 1st, 2021-April 30th, 2022
 Previous Reporting Period: September 1st, 2020-April 30th, 2021

Review Date: May 12th, 2022

Activity Objective: To increase the coordination of and participation in an individual's requested services on their Person Directed Plan.

Measure definition: The percentage of individuals who received all services identified on the Person Directed Plan (PDP) each 90-day period with a documented contact by Service Coordination on a quarterly basis.

Definitions:

Preferred Services are defined as the services requested by the individual during their annual Person-Directed Plan Meeting.

Targeted Case Management: Service Coordination offered by LIDDA

LIDDA: Local Intellectual and Developmental Disability Authority as recognized by the State of Texas.

Unused Services on PDP: Service that has not been utilized in 90 days

Measure rationale: At least once every 90-day period, all individuals in IDD Services receive a face-to-face contact and collateral contacts to support the various services they receive. The purpose of the contacts is two-fold: 1) to promote accountability of the person to use the services and of the provider to provide the services and 2) to routinely monitor the individual's health and safety as well as their progress or lack of progress on their personal outcomes and goals.

Currently, LIDDA Service Coordinators are required to meet with individuals once every 90 days, but the state average number of face-to-face visits with individuals was 11.27 in FY 2015.

The proposed reportable rates will ensure that each of these contacts is meaningful for the individuals in services and will increase accountability to the person directed plan.

Baseline Benchmark: December 1st, 2019-May 22nd, 2020, 59% utilized all services and 74% received a follow up

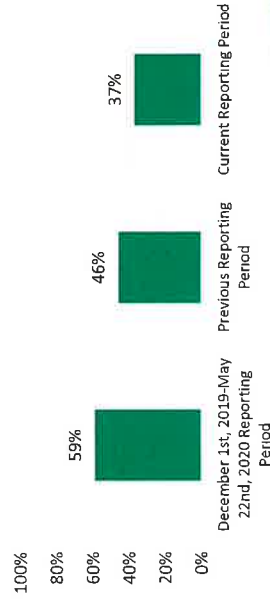
Source of Benchmark: Electronic Health Record

Baseline Goal: Improvement over baseline by 1% on each rate

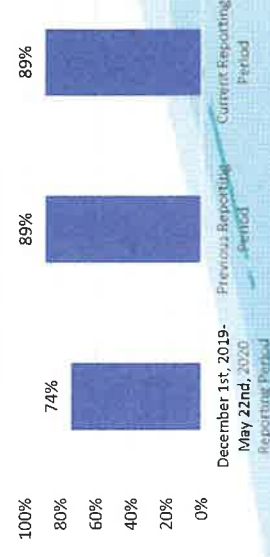
Conclusion: There was a decrease in the percentage of our population that had utilized all services, but the percentage of those not utilizing all services that had a contact from the service coordinator to the waiver provider within 90 days of the review for follow up remained the same. The goal for the percentage of individuals who received all services within a 90-day period was not met, and the goal of percentage of individuals not utilizing all services with a Service Coordination follow up contact with the provider within a 90-day period was not met.

Quantifiable Measure: To increase active participation by individuals with their goals and outcomes			
	Current Reporting Period	Previous Reporting Period	
Numerator: The number of individuals who used all services with a contact by the Service Coordinator	788	886	
Denominator: Persons receiving IDD Targeted Case Management (Service Coordination) minus the excluded populations	2108	1907	
Percentage of individuals who received all services within a 90-day period	37%	46%	
Stratified Numerator: The number of individuals who were not utilizing all services with a Service Coordination follow up contact with the provider within a 90-day period	1176	905	
Stratified Denominator: The number of individuals who were not utilizing all services within a 90-day period	1320	1021	
Percentage of individuals not utilizing all services with a Service Coordination follow up contact with the provider within a 90-day period	89%	89%	

Percentage of Individuals Utilizing All Services



Percentage of Individuals Under-Utilizing that had a Follow Up from the Service Coordinator



Data Source: Electronic Health Record - Outcome/Service Review Assessment
 Data Collection Methodology: Personal Interview, SQL Warehouse Report pulled from questions on Governance/Service Review
 Sampling: Individuals that were due to have an outcome/service review scheduled during the data collection cycle/long review
 Data Collection Cycle: Continuous
 Data Analysis Cycle: Once a year

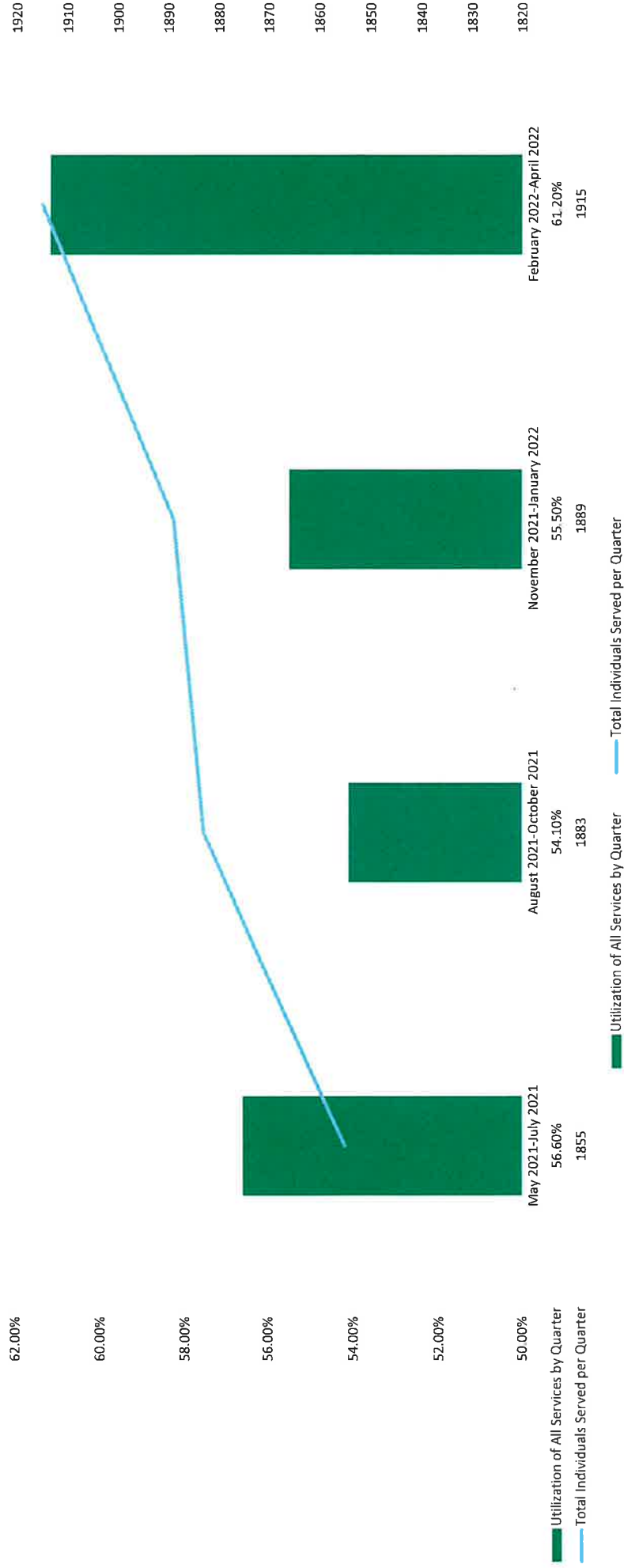
LTSS 5B- Track and Analyze a Measure of Effectiveness- Participation

Review Date: May 12th, 2022

Current Reporting Period: May 1st, 2021-April 30th, 2022

Previous Reporting Period: September 1st, 2020-April 30th, 2021

Utilization of All Services by Quarter





TEXANA LTSS 5G Active Participation Report

Current Reporting Period: March 1, 2022 – April 30, 2023

Previous Reporting Period: March 1, 2021 – April 30, 2022

Review Date: May 23, 2023

Purpose: Calculate and analyze the participation rate to identify opportunities of improvement for the number of eligible individuals who receive case management.

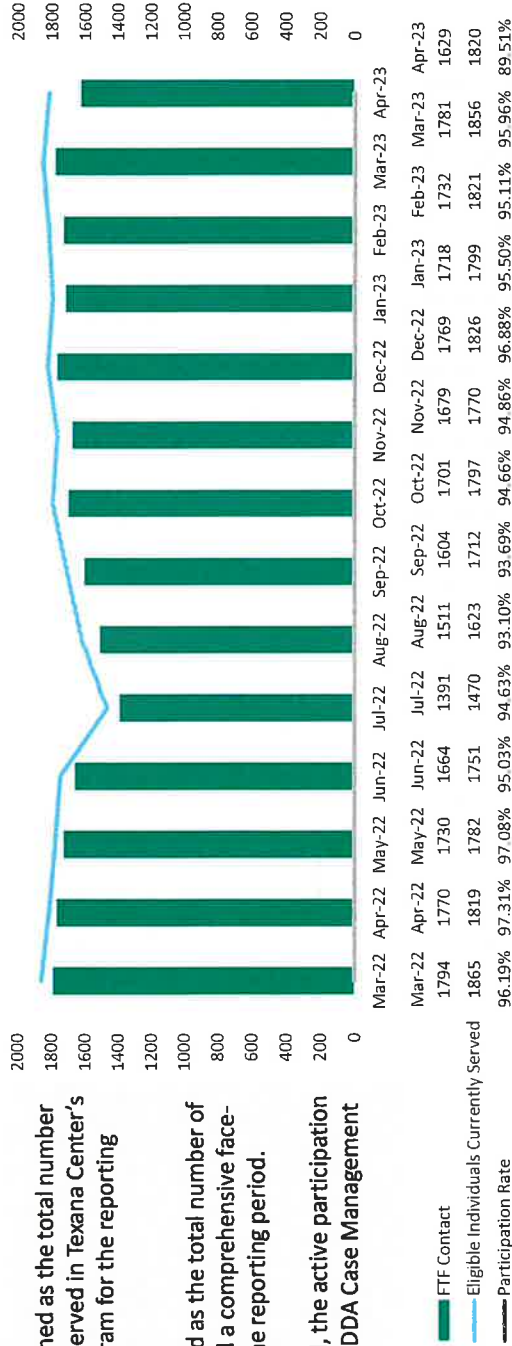
Active Participation

The denominator is defined as the total number of individuals currently served in Texana Center's Case Management Program for the reporting period.

The numerator is defined as the total number of individuals who received a comprehensive face-to-face contact within the reporting period.

For this reporting period, the active participation rate for Texana Center LIDDA Case Management Program is 95%

Active Participation Report



Historical Participation Rates	
9/1/2020 – 3/30/2021	95.4%
3/1/2021 – 4/30/2022	96.3%

Improving Participation Rates

Overall, the active participation rate has decreased by 1.3% based on the previous reporting period. Texana's Case Management Program has identified additional Service Coordination support as an opportunity of improvement to increase the total number of comprehensive face-to-face contacts. Texana Center acted to add an additional Supervisor position to decrease team sizes and provide additional support to Service Coordinators. Texana Center will continue to analyze participation rates and take appropriate action for improvement as deemed necessary.

Transparency in Reporting Participation

The defined population included in the denominator is the total number of eligible individuals identified as currently receiving targeted case management. Health and Human Services Commission (HHSC) establishes the criteria for individuals to receive services through Texana's Case Management Program. Eligibility criteria is in accordance with the definition of LIDDA Priority Population. Service Coordinators who document a comprehensive face-to-face encounter for the month is identified as the numerator. Texana's Case Management Program reports face-to-face encounters in the state system, Mental Retardation Behavioral Health Output Warehouse (MBOW). Texana's Case Management Program reports participation in MBOW, and the state sets the specified measurement period (monthly with quarterly targets) in addition to encounter specifications.



LTSS 5D- Track and Analyze a Measure of Effectiveness- Crisis

Current Reporting Period: August 1st, 2021-July 31st, 2022
 Previous Reporting Period: September 1st, 2020-July 31st, 2021

Review Date: August 9th, 2022

Activity Objective: To increase the percentage of people stabilized in the community following a crisis event.

Measure definition: The percentage of individuals, with documented contact by Service Coordination, who experienced a crisis event that did not result in a higher level of care (emergency room, hospitalization, or jail).

Definitions:

Attribution Population: All individuals enrolled in IDD services minus the excluded populations.

Crisis: A situation in which:

- the individual presents an immediate danger to self or others; or
- the individual's mental or physical health is at risk of serious deterioration; or
- the individual believes he or she presents an immediate danger to self or others; or
- the individual believes their mental or physical health is at risk of serious deterioration.

Crisis Intervention and Behavior Stabilization Supports: Services designated by the State of Texas to support individuals experiencing a crisis situation. The designated services include the following:

crisis intervention service, crisis respite, out-of-home respite, behavior supports and all encounters delivered as a crisis service (i.e., the service provider designates the encounter as a 'crisis').

Targeted Case Management: Service Coordination offered by LIDDA.

LIDDA: Local Intellectual and Developmental Disability Authority as recognized by the State of Texas.

Transition of care: Movement from lower level of care to higher level of care. Examples: Movement from home to emergency room, hospital, or jail.

Measure Rationale: Texana Center Service Coordinators interview individuals and their family members about their highest priority for future services with Texana Center. In 2019, 76% of individuals seeking services were at risk for a crisis event due to unmet behavioral support needs. In 2019, 27% of all individuals receiving targeted case management received a behavior stabilization or crisis intervention support as a preventative measure to a higher level of care.

Currently, the state of Texas is expanding programs to support individuals with IDD and significant behavioral challenges. Many of these individuals were transitioned or diverted from institutional settings and require additional support beyond the array of services typically provided within community programs. These enhanced programs include crisis intervention services, crisis respite, and technical support/education for providers and caregivers. Texana Center Case Management Program assists individuals to access both the enhanced programs and community programs, such as behavior supports and out-of-home respite. The Case Management Program goal is to increase access to supports that stabilize the individual in the community and to prevent institutional care.

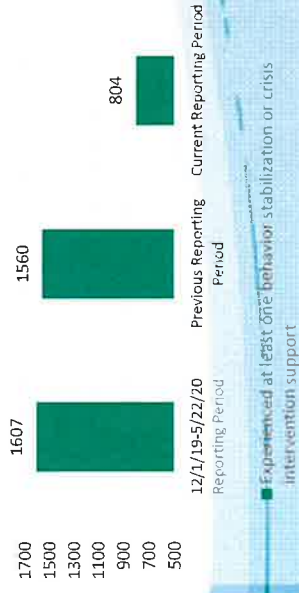
Baseline Benchmark: December 1st, 2019-May 22nd, 2020

Source of Benchmark: Electronic Health Record

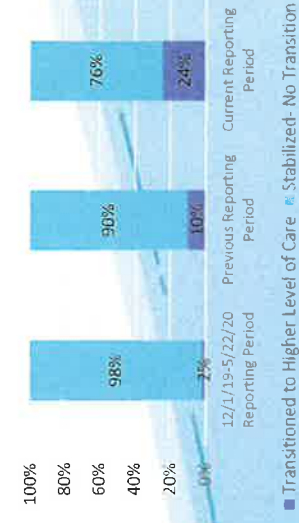
Baseline Goal: Improvement over baseline by 1%

Quantifiable Measure: To reduce unplanned transitions through access to crisis intervention and behavior stabilization supports.	Current Reporting Period	Previous Reporting Period
Numerator: Number of people who received targeted case management and who received at least one behavior stabilization or crisis intervention support.	804	1560
Denominator: Total number of people who received targeted case management and were eligible to receive a behavioral stabilization or crisis intervention support.	2116	2034
Percentage of individuals who received targeted case management and at least one behavior stabilization or crisis intervention service.	38%	77%
Stratified Numerator: The number of individuals who did not experience a transition to a higher level of care within 30 days of the crisis intervention or behavior stabilization support.	613	1410
Stratified Denominator: The number of individuals who received target case management and at least one behavior stabilization or crisis intervention services.	804	1560
Percentage of individuals who did not experience a transition to a higher level of care within 30 days of the crisis intervention or behavior stabilization support.	76%	90%

Crisis Intervention and Behavior Stabilization Event



Transitioning to Higher Level of Care

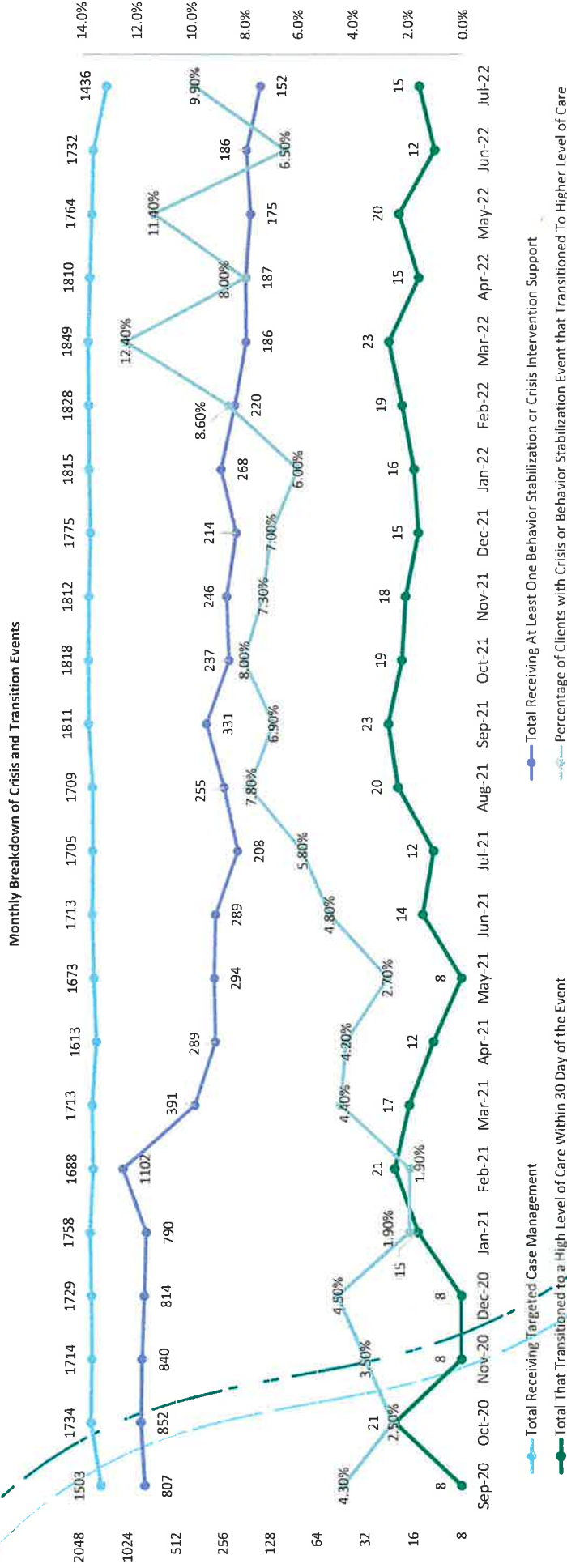


LTSS 5D- Track and Analyze a Measure of Effectiveness- Crisis

Current Reporting Period: September 1st, 2020-July 31st, 2021
 Previous Reporting Period: December 1st, 2019-May 22nd, 2020

Review Date: August 9th, 2021

Monthly Breakdown of Crisis and Transition Events



Conclusion: We have had an increase in the number of individuals that have received targeted case management and were eligible to receive a behavioral stabilization or crisis intervention support, but a decrease in the number of individuals that actually received a behavior stabilization or crisis intervention support. Of the individuals that have received the behavior stabilization or crisis intervention support, we have had an increase in the total number and percentage of individuals that ended up experiencing a transition to a higher level of care.

Data Source: Electronic Health Record- myAvatar
 Data Collection Methodology: Programmed pull from claims/encounter files of all eligible individuals
 Sampling: N/A
 Data Collection Cycle: Continuous
 Data Analysis Cycle: Once a year
 Other Pertinent Methodological Features: Data collection specifications unique to Texas: the service intensity for all behavior supports are as 'crisis'.
 Data collection delays for contracted services (crisis respite)



Report brought to you by Health Information Systems



LTSS 7E- Resolving Complaints

Reporting Period: April 1st, 2021-March 31st 2023

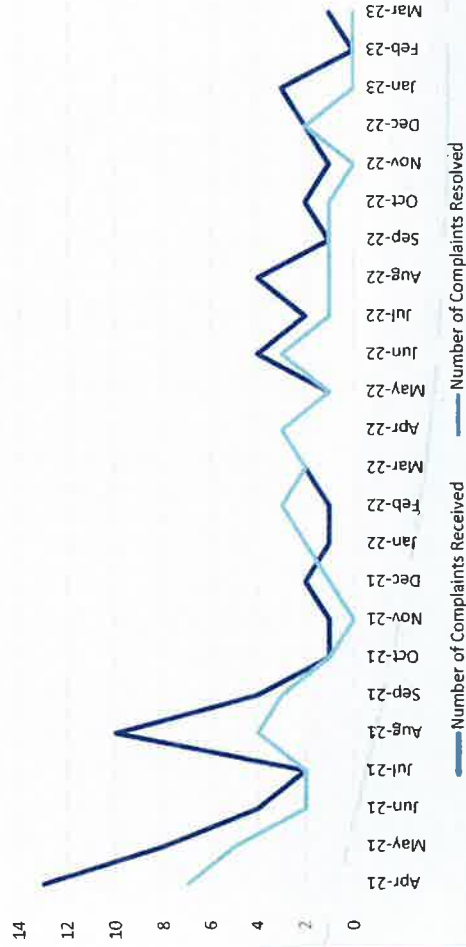
Review Date: May 23rd, 2023

Description: The Texana Center Case Management Program systematically registers and responds to complaints from individuals and complaints on behalf of an individual from a provider or involved entity. Categories of complaints include, but are not limited to; complaints related to service coordination, complaints related to services, quality of care, infringement of rights, potential abuse, neglect, or exploitation, potential fraudulent actions, and/or potential criminal behavior.

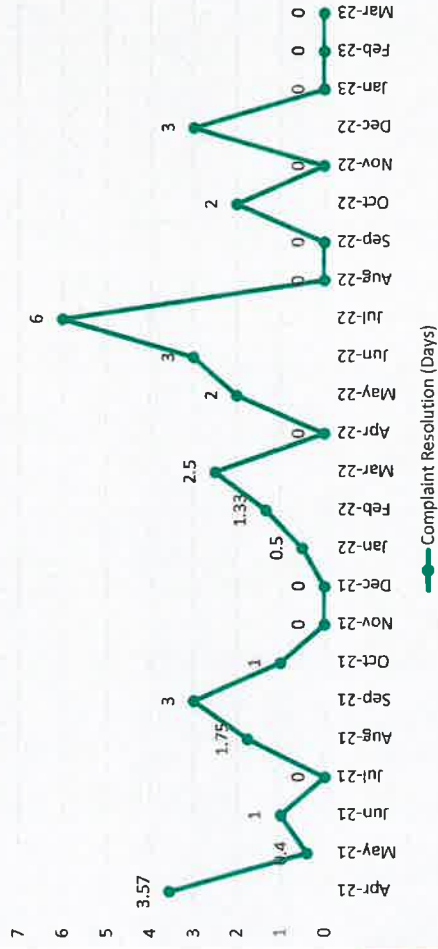
Complaint Data	April 2021-September 2021	October 2021-March 2022	April 2022-September 2022	October 2022-March 2023
Numerator: The total number of complaints that were marked as resolved during the reporting period	23	9	11	3
Denominator: The total number of complaints documented during the reporting period	41	10	16	9
Percentage of complaints that were resolved during the reporting period.	56%	90%	69%	33%
Stratified Numerator: The total number of resolved complaints that were resolved within 10 working days during the reporting period	22	9	11	3
Stratified Denominator: The total number of complaints that were marked as resolved during the reporting period	23	9	11	3
Percentage of resolved complaints that were resolved within 10 working days during the reporting period.	96%	100%	100%	100%

Resolution of Complaints

Trends of Complaints Received vs Complaints Resolved



Turnaround Times for Resolution of Complaints from Individuals (Average Number of Days per Month)

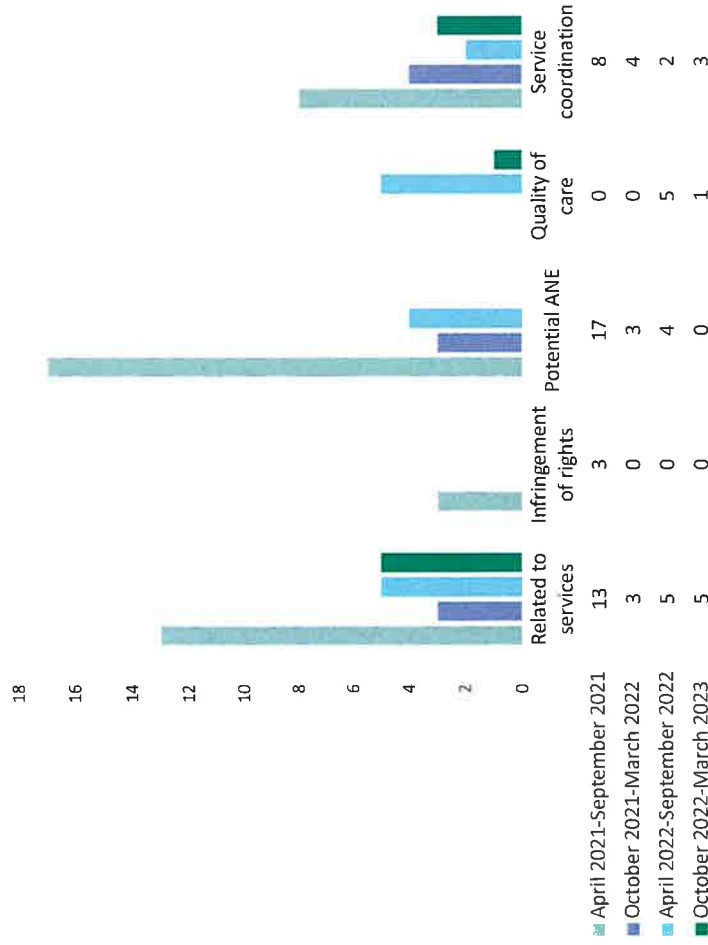


LTSS 7E- Resolving Complaints

Reporting Period: April 1st, 2021-March 31st 2023

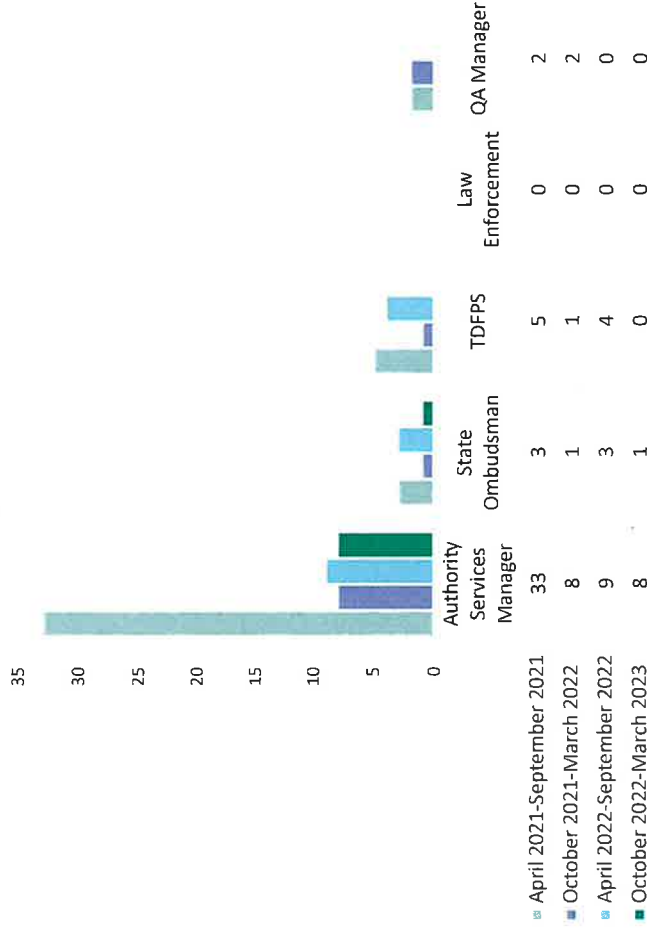
Review Date: May 23rd, 2023

Complaints by Type



Referral of Complaints

Complaints documented by the Texana Center Case Management Program during the reporting period were referred to the following identities for resolution:



Conclusion: The IDD UM committee reviewed the number of complaints submitted each month, the percentage of resolved individual complaints, and the turnaround times for resolved complaints. The percentage of complaints being resolved has decreased. The committee agrees that retraining needs to be completed on how to document resolution of complaints in the electronic health record and the expectations for the timeline to resolve them. Complaints that are referred to the Quality Assurance Manager are complaints that are irrelevant to service coordination or misdirected. There has been four complaints over the last 24 months that were referred to the Quality Assurance Manager. The complaint that occurred most often over the last 24 months were complaints related to services followed by potential ANE. The Texana Center organization will continue to document individual complaints and collect data for further analysis.





LTSS 7 Rights and Responsibilities – Element A Critical Incident Management System

Reporting Period: April 2022 – March 2023 Review Date: 5/23/2023

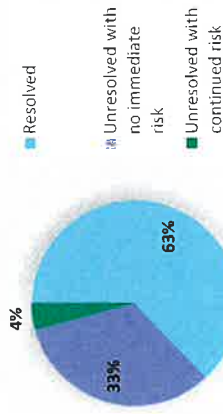
Purpose: Identify and track critical incidents to eliminate an immediate threat or investigate allegations that an individual may be at risk. Service Coordinators are responsible for documenting incidents, prompting for investigation, if applicable, and implementing appropriate interventions, if necessary.

Method to identify critical incidents: Provider summary is used to gather information for critical incidents report.

For this reporting period, the Texana Center Case Management program currently serves a population of 1856 individuals (unduplicated). On average, 2.5% of critical incidents were reported for this period. The highest number of reported critical incidents occurred in January 2023 (3.34%) and the lowest number of reported critical incidents occurred in June 2022 (1.94%).

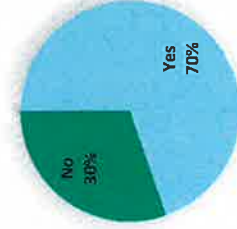


Critical Incident by Status



The Texana Center Case Management Program tracks critical incidents by status: resolved, unresolved with no immediate risk, and unresolved with continued risk. If the critical incident is resolved, this indicates that the individual is home, safe, and no longer poses a threat to himself or to others. Critical incidents identified as unresolved with no immediate risk, may indicate that the individual has not returned home, but no longer poses a threat to himself or to others. Unresolved critical incidents with continued risk, suggests that the individual has not returned home and continues to be a threat to himself and to others. For this reporting period, 63% of critical incidents have been resolved.

Critical Incident by Follow-Up within 7-day



The Texana Center Case Management Program requires Service Coordinators to follow-up with an identified critical incident within 7 days from the date of notification. For this reporting period, 70% of critical incidents were followed-up within the specified timeframe. Of the 161 critical incidents that were not followed-up within the specified timeframe, 57 (35%) indicated that the information was not available. 104 (65%) were followed-up.