



Office of Community-Based Care Transition Strategic Plan

Fiscal Years 2023-2027

August 2022

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Agency Mission, Vision, and Values

Office of Community-Based Care Transition (OCBCT) Mission

We are committed to swiftly and successfully implementing community-based care (CBC), while supporting flexibility for each community, partnering with the Texas Department of Family and Protective Services (DFPS) and the Single Source Continuum Contractors (SSCCs), as we collectively deliver superior community-driven foster care services.

OCBCT Vision

Create a community-driven, innovative, and sustainable system to support children and families.

OCBCT Values

- **Flexibility:** We promote innovation to ensure flexibility in innovation, changes, and new ideas to achieve child safety, permanency, and wellbeing.
- **Quality:** We value measurable standards of implementation science, ensuring we use literature and evidence in our processes.
- **Integrity:** We are committed in our roles, are proactive in identifying implementation barriers, and are accountable for the results.
- **Partnership:** We acknowledge our responsibilities as facilitators of change to help establish a successful relationship between our staff, DFPS, and the SSCCs.
- **Transparency:** We prioritize openness and honesty in sharing implementation efforts as we conduct our jobs, plan for the future, and build our knowledge about processes, changes, and trends.

Goal 1: Planning

Establish a structured approach, through the application of implementation science, to transition Texas children and family services to a community-driven system of care.

Action Items

Action Item 1: Continue modifying the readiness review process to achieve a more planned out, robust, and seamless transition.

Action Item 2: Assist and encourage readiness of communities.

Action Item 3: Issue Requests for Application (RFA) and an unsolicited approach for interested entities to propose becoming an SSCC, and award contracts on behalf of DFPS.

Action Item 4: Continue to document and improve the implementation processes.

Action Item 5: Design methodologies for data tracking to encourage desired outcomes.

Action Item 6: Identify inefficient internal processes, policies, and information technology and implement a holistic approach to ensure corrective and purposeful improvement.

Action Item 7: Advance the growth of innovative service delivery options by exploring provider contracting and procurement with simplified and consistent processes.

Unless otherwise specified, all action items are expected to be worked on through August 31, 2027.

How Goal 1 Action Items Support Statewide Objectives

Accountability

OCBCT will continue to be accountable to the taxpayers of Texas when planning for CBC by taking the lessons learned from recent and past efforts and incorporating them into a methodical approach to further implement CBC. While OCBCT understands that the creation of the office objectified the Texas Legislature's intent to increase the pace of the implementation of CBC, OCBCT understands that it is in the best interest of every citizen of Texas that the implementation be swift but achieved in a way to allow lasting success of the SSCCs.

Efficiency

OCBCT will ensure efficiency in planning for CBC is met through various means of strategic support of CBC implementation statewide. OCBCT will continue to encourage innovation and

assist stakeholders to identify the most efficient plan and approach for CBC that will lead to the best outcomes for children and families of Texas.

Effectiveness

OCBCT aims to effectively achieve the core functions, performance measures, and purposefully implement strategies during the planning phase of CBC by planning for the successful and lasting implementation of CBC in Texas. OCBCT will also act as the conduit for support and collaboration between the SSCCs and DFPS to ensure lasting and meaningful partnerships to support effective transition of CBC. OCBCT incorporates outcome data along with staff and client feedback into decision-making. Annual and quarterly progress reports of implementation updates will continue to be published, which invites informed feedback from stakeholders.

Excellence in Customer Service

OCBCT strives for excellence in customer service throughout the planning stage of CBC as the agency will continue to encourage feedback from DFPS and the SSCCs to improve processes. With feedback from the community and stakeholders, OCBCT can create an implementation plan that will produce the best outcomes for Texas families.

Transparency

OCBCT uses data and SSCC feedback to inform the implementation process. Publishing quarterly progress reports and plans for future CBC implementation invites feedback from the public and community stakeholders and demonstrates the agency's continued efforts for transparency. OCBCT welcomes feedback and innovation as OCBCT plans to transition Texas children and family services to a community-driven system of care.

Goal 2: Transitioning

Collaborate with stakeholders to meet the needs of each community through the implementation of a sustainable transition to community-driven foster care.

Action Items

Action Item 1: Collaborate with stakeholders to strategically implement community-based care.

Action Item 2: Ensure representation of all key stakeholders when implementing new programs and processes to build buy-in, make considerations for all perspectives, and address the impact to business operations.

Action Item 3: Provide on the ground, local staff to assist the SSCCs with transition.

Action Item 4: Develop a culture of collaboration and partnerships between DFPS, SSCCs, and OCBCT by increasing communication and teamwork aimed toward strengthening relationships and producing greater outcomes for children and families through mutual effort.

Action Item 5: Utilize SharePoint and dashboard platforms to assist with monitoring and documentation.

Action Item 6: Encourage innovation by focusing on agency opportunities and building diverse community groups interested in child welfare to solve and anticipate future challenges. Create an agency culture and environment that supports open and on-going dialogue with community groups.

How Goal 2 Action Items Support Statewide Objectives

Accountability

OCBCT will remain accountable to the public by collaborating with DFPS, the SSCCs, the communities, and other stakeholders to strategically implement CBC. OCBCT understands the complexities of implementing change in the child welfare system and encourages informed feedback from all clients and stakeholders to ensure a successful CBC transition.

Efficiency

During the transition to CBC, OCBCT will continue to review processes to improve efficiency. From the boots-on-the-ground contact with current and future SSCCs, to continuous quality improvement and innovation of CBC implementation, OCBCT will utilize the supports offered by DFPS and within its own office to achieve this goal.

Effectiveness

OCBCT strives to implement an effective CBC transition statewide. OCBCT will continue to facilitate feedback from communities and stakeholders to ensure the transition is individualized for each unique community. Throughout the implementation process, OCBCT will develop a culture of partnership between DFPS, SSCCs, and OCBCT to strengthen relationships and produce greater outcomes for children and families in Texas.

Excellence in Customer Service

OCBCT understands that CBC impacts all facets of child welfare and will ensure purposeful outreach to stakeholders. By improving partnerships with the public to increase the visibility of agency services, OCBCT has an opportunity to work more collaboratively with SSCCs, DFPS, children, families, and communities. OCBCT strives to work collaboratively with community groups, increasing its visibility and earning buy-in from clients, families, and communities.

Transparency

OCBCT strives to provide transparency throughout the implementation of CBC statewide. This effort includes OCBCT will also continue to publish implementation updates, including quarterly progress reports, to inform communities and stakeholders of the progress of CBC.

Goal 3: Supporting and Sustaining

Establish a reliable and flexible system that ensures sustainability and support of community-driven care that will continue beyond transition.

Action Items

Action Item 1: Support current and transitioning SSCCs while promoting innovation and flexibility.

Action Item 2: Ensure partnerships before, during transitions, and after CBC implementation.

Action Item 3: Administer a data-driven approach when making changes to information technology systems, deploying new processes, and implementing new data collection tools. Evaluate new measurement assessments.

Action Item 4: Provide and support flexibility for SSCCs to innovate and resolve barriers.

Action Item 5: Continue to work on interoperability with DFPS, Health and Human Services Commission (HHSC), and the SSCCs.

Action Item 6: Continue to partner with DFPS and the SSCCs to increase placement capacity closer to local communities, with the goal of siblings being placed together, supporting the use of kinship placements, and through improving client outcomes.

How Goal 3 Action Items Support Statewide Objectives

Accountability

OCBCT promotes accountability to the public by learning from the community and other state agencies, incorporating innovation and flexibility, and continuously evaluating the effectiveness of CBC through data-driven analysis and stakeholder feedback.

Efficiency

OCBCT will practice good stewardship of state resources by continuing to work with DFPS and the SSCCs to determine the most cost-effective processes for CBC sustainability while maintaining or improving outcomes for children and families.

Effectiveness

OCBCT aims to ensure the successful and lasting implementation of CBC in Texas while acting as the conduit for support and collaboration between the SSCCs and DFPS to ensure lasting and meaningful partnerships. OCBCT's support of the DFPS and the SSCCs will ensure the sustainability of CBC.

Excellence in Customer Service

To ensure excellent customer service is sustained through CBC, OCBCT will continue to improve community visibility and outreach and encourage community feedback. This will ensure that CBC is community-driven and will lead to meaningful improvements to customer service to both the SSCCs and the community.

Transparency

OCBCT strives to provide transparency to the public and stakeholders throughout the transition to CBC. The public will continue to be informed of the status of CBC through the public website. OCBCT will continue to encourage feedback from DFPS and SSCCs to address community needs.

Goal 4: SSCC and Community Relations

Engage the SSCCs and communities to assist in supporting and protecting children, families, and their communities through improved external communication, outreach, and collaboration.

Action Items

Action Item 1: Engage SSCCs, providers, and communities served by creating opportunities for voices to be heard so the agency may better meet their needs.

Action Item 2: Encourage community engagement through purposeful and active communication.

Action Item 3: Build on the ground relationships with community partners.

Action Item 4: Strengthen relationships with courts, Court Appointed Special Advocates (CASAs), law enforcement agencies, donors, providers, and other community partners through participation in local multidisciplinary teams.

Action Item 5: Expand technical assistance and support to communities to help them plan, assess, and choose appropriate programs and services to support children, youth, adults, and families in their community.

Action Item 6: Use agency resources to build new relationships, and strengthen existing ones, with external partners by participating in key public events and by engaging the Community Based-Care Joint Oversight Committee.

Action Item 7: Increase positive outcomes for families by improving partnerships within communities, incorporating lived-experience practices and testimony, and engaging in advisory committees.

How Goal 4 Action Items Support Statewide Objectives

Accountability

Promoting public awareness of OCBCT services through a robust community relations campaign, OCBCT opens a dialogue with communities and stakeholders across Texas. OCBCT understands that community engagement is a crucial component of customer service, and by partnering with the public, OCBCT can better promote its value to the community while simultaneously improving the way it interacts with clients and meets their needs.

Efficiency

OCBCT is most efficient and effective when DFPS and the SSCCs are informed of the ways in which OCBCT can assist. OCBCT will continue to work collaboratively with DFPS and the SSCCs to promote its mission.

Effectiveness

OCBCT's mission is to swiftly and successfully implement CBC to deliver superior community-driven foster care services. It would be impossible for OCBCT to effectively carry out its mission without working directly and collaboratively with DFPS, the SSCCs, and the local communities. Analyzing ways in which OCBCT may improve and expand relationships with community stakeholders directly impacts how effective OCBCT is in carrying out the mission of the agency.

Excellence in Customer Service

Community engagement is a crucial component of customer service. The commitment to excellence in customer service allows for a dialogue to happen in each community to ensure that OCBCT and the community better understand each other. OCBCT will continue to partner with DFPS, the SSCCs, and local communities to further the agency's mission.

Transparency

OCBCT strives to provide transparency to the community and stakeholders through the CBC implementation process. This effort includes use of agency data and social media to accurately portray the agency's strengths and needs, through attending public events to help build collaborative relationships, and by providing opportunities for community feedback.

Redundancies and Impediments

While OCBCT is focused on the mission of implementing CBC statewide, there are impediments to the progress of CBC that OCBCT is working to problem-solve. For example, Senate Bill 1896, Section 2 (87R), does not allow the SSCCs the same protections that it offers DFPS when there is an instance of children without placement/temporary emergency care, and because the language in statute does not clearly state otherwise, a court may find that the references temporary emergency care is in fact a “placement” of a child that is subject to oversight by HHSC when performed by an SSCC that holds a Child Placing Agency (CPA) license, due to the statutory requirements of a CPA license.

Additionally, OCBCT is working through the duplicity in systems and shared time commitments for the SSCCs and DFPS through the implementation of CBC and is doing so through interoperability efforts for information technology systems and statutory systems.

There is a current challenge with the rate methodology that is being solved through the CBC Rate Modernization efforts with HHSC and DFPS through the Special Provision 26 work with Public Consulting Group.

Lastly, OCBCT continues to work through the logistics of Stage III by formalizing the process and methodology through collaboration with DFPS Data and Systems Improvement, Chapin Hall, and the SSCCs.

Schedules A - F

OCBCT is a state agency independent of but administratively attached to DFPS per Texas Family Code §264.172. Accordingly, Schedules A – F from the *2023-2027 DFPS Strategic Plan* are incorporated into this plan by reference. However, for Schedules A – D, OCBCT defers to the *2023-2027 DFPS Strategic Plan*; the names of those schedules are below for reference.

The DFPS Strategic Plan can be found at

http://www.dfps.state.tx.us/About_DFPS/Strategic_Plans/default.asp.

Schedule A: List of Measure Definitions

Schedule B: Historically Underutilized Business Plan

Schedule C: Statewide Capital Plan

Schedule D: Health and Human Services Strategic Planning

Schedule E: Agency Workforce Plan

The agency workforce plan is meant to be read in conjunction with the DFPS *Human Resources Management Plan* published March 2022. As a companion document, it presents a detailed analysis of the agency’s turnover and retention rates plus discussions about the results from several staff engagement and exit surveys. Read the full *Human Resources Management Plan* at:

http://www.dfps.state.tx.us/About_DFPS/Reports_and_Presentations/Rider_Reports/documents/2022/2022-03-31_Rider_8_Report.pdf

Since OCBCT is administratively attached to DFPS, the DFPS workforce plan incorporates OCBCT’s staff. In addition, OCBCT created a supplemental workforce plan that includes staff turnover and retention rates for 2021-2022.

Core Business Functions

OCBCT has two core functions as it pertains to delivering customer service: contracts, implementation, and operations; and legislative, outreach, contracts, reports, and research. The details of these functions include:

Contracts, Implementation, and Operations:

- Handles procurements and initial contracts on behalf of DFPS.
- Provides services to SSCCs in partnership with DFPS
- Documents processes and works with SSCCs on all implementation and operational projects and efforts.
- On the ground support, holds protocol sessions, and works closely to ensure readiness and timely implementation of CBC.
- Ensures close communication between SSCCs, DFPS, and OCBCT for the best interest of children and families.
- Ensure SSCCs have the flexibility and partnership to successfully start and sustain operations.
- Works with DFPS Data and Systems Improvement, Information Technology, and Child Protective Services to best keep the goals and missions of DFPS, OCBCT, and SSCCs in alignment.

Legislative, Outreach, Reports, and Research:

- Provides outreach to communities, legislative staff, and others that are critical to the mission of OCBCT.
- Responsible for research into CBC related areas, legislation, budget, and other projects, including Stage III.
- Gathers data, writes reports, produces documents, and other outreach materials.

OCBCT Structure

OCBCT employs 22 staff across the state (both centrally and in each SSCC region that is being implemented or currently managed). This includes at least one person on the ground in each area being implemented. Figure 1 shows the counties in current DFPS and OCBCT named regions. Each of the blue areas are current SSCCs, each of the green areas are SSCCs in progress. The goal is to implement four new SSCCS for every biennium until the state is fully implemented. Figure 2 shows the state in its entirety and provides the community names for each area of the state. Lastly, Figure 3 shows the organizational chart for OCBCT staffing.

Figure 1: Current SSCC Locations

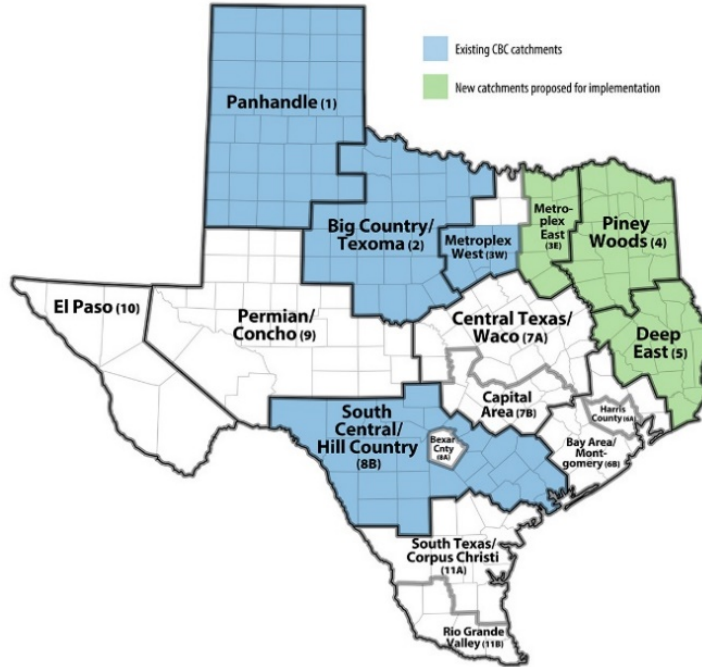
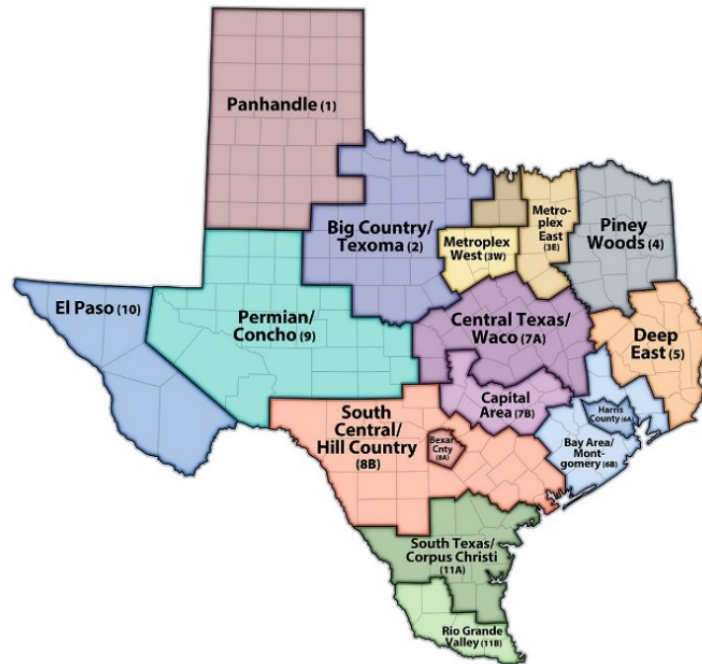
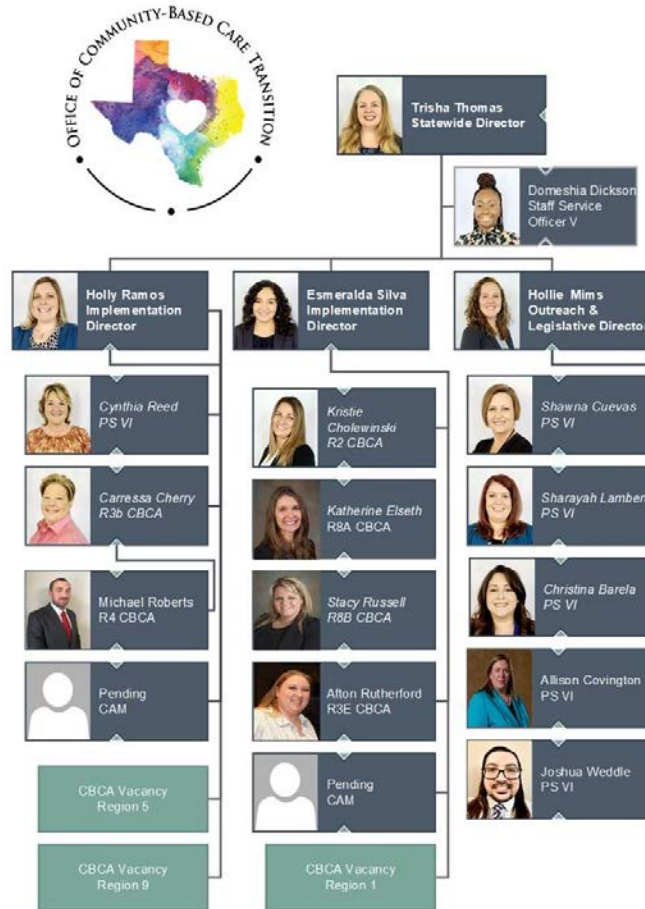


Figure 2: Statewide Community Area Map



Source: https://www.dfps.state.tx.us/Child_Protection/Foster_Care/Community-Based_Care

Figure 3: OCBCT Organizational Chart



Source: Office of Community Based Care Transition, August 2022.

Workforce Demographics

Figure 4 shows OCBCT job classifications and average salaries. The figure shows:

- Females make up 88 percent of the OCBCT workforce
- 41 percent of the OCBCT workforce is under 40 years old.

Figure 4: OCBCT Job Classifications and Average Salaries

Selected Job Family*	# of Staff	Average Age	Average Salary
Supervisor (Director)	4	40	\$107,060

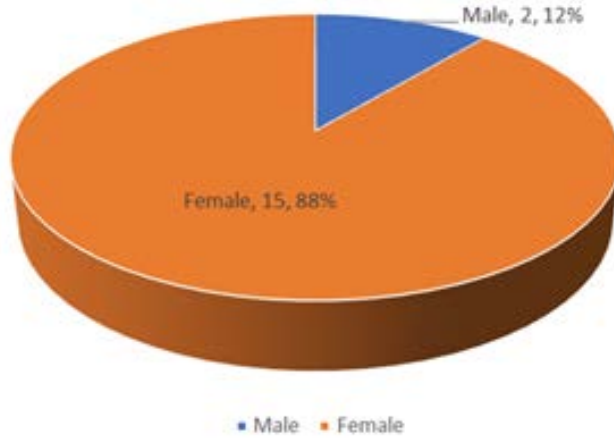
Program Specialist VI (PS VI)	5	40	\$71,649
Community-Based Care Administrator (CBCA)	6	41	\$67,254

Source: DFPS Human Resources, August 2022

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Figure 5:

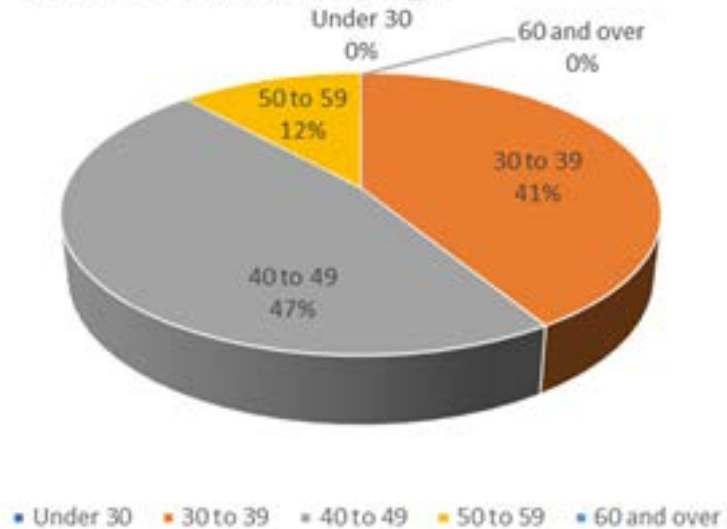
OCBCT Workforce by Gender



Source: DFPS Human Resources, August 2022

Figure 6:

OCBCT Workforce by Age



Source: DFPS Human Resources, August 2022

From 2021-2022, OCBCT had three employee separations: one voluntary, one retirement and one death. The agency also had one inter-agency transfer during the same time period.

Retirement Projections

On August 31, 2026, approximately zero percent (0) of the current OCBCT workforce is projected as a first-time eligible retiree.

Return-to-Work Retirees

OCBCT currently employs one (4%) return-to-work retirees.

Strategies to Meet Workforce Needs

Recruitment Strategies

OCBCT is administratively attached to DFPS and uses their Human Resources system and recruiting methods.

Schedule F: Report on Customer Service

This report includes one completed survey from the SSCCs (the OCBCT client).

I. SSCCs

Purpose

Every day, the staff of OCBCT work with DFPS, SSCCs, and others to ensure the successful implementation and sustainability of CBC.

To better assess the services provided by OCBCT, we have surveyed the SSCCs to determine their satisfaction with the office.

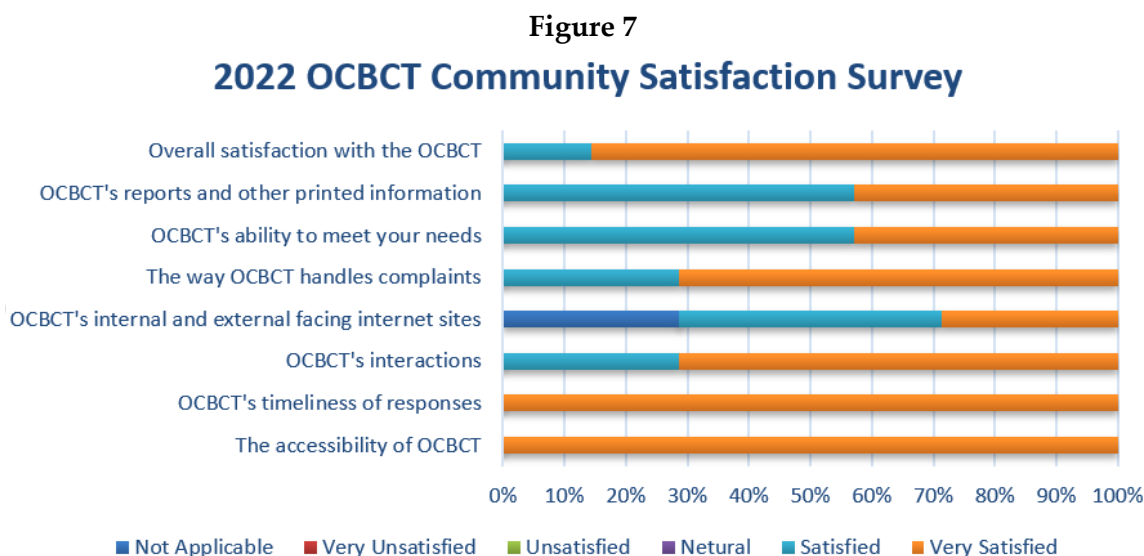
Methodology

At the core of the OCBCT satisfaction survey is a series of standardized satisfaction-related statements to which respondents reply on an agreement scale from “very unsatisfied” to “very satisfied”. Responses to these questions are analyzed to understand stakeholder perceptions at the point in time of the survey. A total of eight satisfaction indicator statements are assessed in the survey. The survey also included three open-ended questions for the SSCCs to provide feedback on their experience with the OCBCT.

The survey is comprised of satisfaction indicator statements tailored to SSCCs. The survey was available for completion from July 25, 2022 to August 9, 2022. Invitations were sent to the current four SSCCs.

Major Findings

Results on the satisfaction indicators in the 2022 survey are shown in **Figure 7** below. Results suggest wide recognition of the value and mission of the OCBCT. For example, 100% of respondents are “Very Satisfied” with the accessibility of the OCBCT staff and the office’s timeliness of responses. Further, all respondents are “Satisfied” or “Very Satisfied” with the OCBCT’s handling of complaints and ability to meet their needs. A majority are “Very Satisfied” with the OCBCT’s interactions with SSCCs including employee courtesy, friendliness, and knowledgeability.



[Source: OCBCT SSCCs survey, August 2022.](#)

The customer service satisfaction survey asked the SSCCs to describe what current OCBCT practices were working well. All respondents mentioned the OCBCT’s communication with the SSCCs. Most respondents also detailed how valuable the OCBCT is for standardizing and streamlining processes and practices around CBC.

The survey also gave an opportunity for respondents to speak to improvements they would like to see in working with OCBCT. While some of the improvements are actionable on the part of OCBCT such as continuing knowledge of the needs of SSCCs, there was a theme of a desire for the office to have more autonomy in financial and contracting decisions that impact the future of SSCCs. This theme was present in most responses received. While OCBCT will work to improve services to the SSCCs, the agency will continue to collaborate with DFPS and the

SSCCs regarding financial and contracting functions which are administratively managed by DFPS.

The SSCCs were also able to share about their interactions with the OCBCT in the customer service satisfaction survey. Overall, the respondents communicated that the OCBCT staff are responsive and positive in interactions with all stakeholders. The SSCCs appreciate the support and guidance they receive from the OCBCT to navigate the implementation process. One respondent described the OCBCT as an “ally” and stated they do not believe they could have navigated the implementation process without the office.