



Support Services



Financial Services

The 74th Texas Legislature kept PRS budget and fiscal staff busy from September through August. Although the session did not begin until January, the first part of the fiscal year was spent briefing the Legislative Budget Office and the Governor's Budget Office staff regarding to the PRS 1996-97 Legislative Appropriations Request (LAR). The LAR reflected the new strategic plan structure that more closely follows the way the agency actually does business.

Major activities during Fiscal Year 1995 included:

- ◆ responding to requests for analysis of the implications, including fiscal impact, of pending legislation during the 74th Legislature, Regular Session;
- ◆ developing a new cost allocation plan, including targeted case management and integrated behavioral management service, that reflects the increase of federal participation that PRS has been able to achieve through the agency's federal funds initiative project;



- ◆ preparing and submitting for Board consideration the fiscal year 1996 Operating Plan for PRS, which was approved August 16, 1995;
- ◆ working with representatives from the Department of Human Services (DHS) and PRS to develop and implement a new system of pooling costs in shared facilities;
- ◆ serving as a resource to the

Child and Adult Protective System (CAPS) on issues related to financial and contracting functions;

- ◆ participating in the Contract Management Task Force and workgroups to develop standardized policies and procedure for contracting throughout the agency;
- ◆ preparing federal funds requests and federal financial expenditure reports for all federal titles and grants awarded to PRS.

Professional Development

The Professional Development Division, a part of Management Services, works with PRS management to further staff effectiveness by providing educational and training opportunities designed to meet the diverse needs of all employees. Efforts are being focused in three major areas: automation, program area, and management development and human resources training. The agency philosophy is incorporated into all learning areas to support the vision, mission, and culture of PRS as a learning organization.

Automation training staff are in the process of developing and providing curriculum, self-instructional modules, and computer-based training (CBT). Staff are continuing to provide training on the legacy systems, as well as providing training on the new systems that have been introduced to PRS as a result of the CAPS project and changing technology. Staff are incorporating training in these areas into program Basic Job Skills Training (BJST). In addition, five automation training staff have been assigned full-time for the entire year to the CAPS project, primarily for the purpose of developing CBT to train APS and CPS staff on the CAPS custom application.

Program area training is provided to all CPS supervisors and APS, CCL, and statewide intake staff. This comprehensive training gives employees a basic understanding of each program area's mission, philosophy, expectations, and the rationale for policy and standards. The training also provides staff with the opportunity for continued personal and professional growth and development.

Management development training is a comprehensive program for department management and supervisors. Human resources training relevant to all PRS staff, such as prevention of sexual harassment, dealing effectively with people, and writing skills, is also provided.

Professional Development is building an infrastructure and creating standardized systems and procedures that enhance staff effectiveness. This includes development of a policy and procedures handbook, a standard registration system, and an automated course catalog and calendar. The division intends to make these systems easily and readily available to all PRS staff.

Professional Development is also providing organizational development services to management in many PRS offices and divisions. These services include skilled facilitation for work groups, meetings, and training sessions.

Total Quality

Continuing an initiative begun in 1993, Total Quality worked to improve internal processes and systems and develop the agency as a learning organization. During the past year Total Quality staff focused on training and coaching 60 process improvement teams located throughout the state. These teams, made up of staff at all levels and across support and program lines, focus on improving their processes to provide better services to their customers and clients. Total Quality staff also provided additional support to PRS staff through facilitation, workshops, and conference support.

Total Quality staff provided the teams with expertise in the continuous improvement process by training two key members of the team, the team leader and the team's process facilitator. The teams follow a prescribed set of process steps to guarantee excellent results. This process begins by understanding the current situation; collecting data to pinpoint problems and areas for significant improvements, and interviewing the specific customers involved to determine their needs and expectations. After thorough analysis of the data and

a systematic understanding of the problems, the teams create and implement their solutions by focusing on streamlining and simplifying their processes. The results of this year's teams will be documented in a quality report so that others within PRS can learn and replicate these solutions.

Since the beginning of the total quality initiative, the number of trained personnel involved in the quality process is steadily increasing the capability of staff to apply a proven problem solving methodology to the complex problems and systems within PRS.

Business Services

Functions in Business Services, another part of Management Services, include leasing and facility management, procurement of goods and services, accounts payable, HUBs (Historically Underutilized Businesses), telecommunications, safety, risk management, records management, and centralized assets inventory management.

Facility Management

Facility management staff developed a database for approximately 292 offices occupied by PRS staff. This database included floor plans of approximately 1.7 million square feet. Approximately 81 leases were transferred from DHS to PRS to assume full responsibility. PRS currently participates in approximately 237 co-located sites out of a total of 292 PRS occupied offices. The facility management staff processed approximately 72 leasing transactions for fiscal year 1995.

Purchasing and Accounts Payable

During fiscal year 1995, the purchasing and accounts payable sections established policies and procedures, conducted training sessions, and held bi-monthly teleconferences calls for regional and state office purchasers and payment technicians to effectively purchase and pay for the needs of PRS administrative and IRT staff. This division also processed payments from Andersen Consulting invoices for the CAPS project, in addition to fulfilling special assignments and projects analysis for management.

Historically Underutilized Businesses (HUBs)

Efforts continued to meet state goals for award of purchases to Historically Underutilized Businesses (HUBs). An employee was designated as the agency's HUB coordinator. Agency policies and procedures governing the use of HUBs were developed and implemented which increased the number of HUBs utilized by PRS. As a result the General Services Commission rated PRS among the top ten state agencies with the largest percentage of dollars awarded to HUBs.

Telecommunications

Telecommunications provided, with technical assistance, the specifications for private branch exchange (PBX) and key systems. This resulted in streamlining telecommunications, thus saving time and ensuring a cost savings to PRS. The preparation of cellular phone policy and PBX/Key system purchasing guidelines were provided. Telecommunications also processed orders for the CAPS network dial-back-up circuits while the regions were provided with formulas and trunk sizing.

Central Assets Inventory Management

Central assets inventory management has assumed responsibility from DHS for managing the capital assets inventory for the agency. A policy and handbook unit has created an automated on-line handbook for the agency.

Inventory management established policy and procedures to provide the entry of more than 8,000 inventory items associated with the CAPS system into the automated inventory tracking system. The division also initiated a split of the DHS and PRS database reporting and obtained the appropriate equipment to allow PRS to complete its own physical inventory for the first time in the history of the agency. Transfer of inventory responsibilities from DHS to PRS was completed, including printing of inventory tags, updates, and reports. The unit developed policies and procedures to streamline the inventory accounting process and meet agency, state, and federal standards. Policies were distributed to all PRS staff via the electronic Management Services Handbook.

Risk Management/ Safety

The risk management/Safety unit established a safety workgroup of regional staff. These members were responsible for developing the following:

- ◆ Safety Policy Statement
- ◆ Safety Packet for New Employee Orientation
- ◆ Draft Evacuation Plans
- ◆ Draft accident reporting and investigation procedures
- ◆ Draft hazard reporting procedures
- ◆ Draft basic safety training program
- ◆ Draft facility inspection checklist
- ◆ Draft safety committee roles and responsibilities.

In addition, the risk management unit established a statewide safety committee with representatives from all three program areas, Information Resource Technologies, Professional Development, Human Resources, General Counsel, and Business Services. This enabled Business Services to establish a Safety Handbook to be distributed and released to all PRS staff. A database was also developed and implemented for entering and tracking accidents and incidents by employee name, program area, type of injury, and workers' compensation claims that might be charged due to the accident.

Records and Information Services

Records and Information Services coordinated the implementation of contracted external printing services for the agency with the new Health and Human Services printing facilities. The unit also implemented the CPS backlog microfilming project and filmed over 2.5 million regional closed adoption and conservatorship documents into images. Approval was received by the division for partial agency field records retention schedule for CPS and APS to the Texas State Library, State and Local Records division, which satisfies the state requirement for PRS to implement this process. Sunset review of obsolete and low usage forms and publications was coordinated, as was the implementation of a new DHS automated warehouse distribution system. The unit designed required Business Services forms to interface with the on-line Management Services Handbook.

Forecasting and Program Statistics

Forecasting and Program Statistics, a part of Financial Services, compiles statistical information about programs, services, and the Texas client population. The mission of the staff is to provide timely, accurate, and useful program activity information, measure performance and workload, and to statistically assess the service needs of our clients. The information is analyzed and evaluated to assist with policy development, program management, service monitoring, budgeting, research, planning, and evaluation of the effects of PRS services.

Forecasting models are developed using automated analytical tools to attempt to predict how many Texans will suffer from abuse, neglect, or exploitation in the future. The staff work with and support program and budget staff throughout the state to use these statistics to determine the service and monetary needs necessary to prevent and alleviate the abuse and neglect of Texas' most vulnerable citizens and to continue that protection through regulation of child-care facilities.

Staff also coordinate, assess, and direct automated systems development and maintenance in order to identify and insure that the agency's performance, workload, and need-assessment requirements are met. Forecasting and Program Statistics prepares mandated federal and state reports required to obtain the funding necessary for program operations. Staff also provide consultation and technical support, both statistical and automation, to all agency staff and provide the Legislature, media, legal, and the general public with program and agency statistical information.

This past year brought the intensive efforts of developing the Child and Adult Protective Services System (CAPS). The staff of Forecasting and Program Statistics have spent many hours ensuring that the design of the new system includes the data needed for the reporting, statistical, and research needs of PRS management. The challenge for the near future will be to develop and design the management reports and build a data base of the needed information from the wealth of data in the new system.

Human Resources

Human Resources (HR) staff accomplished a variety of projects, most of them aimed at ensuring fair and equitable policies and procedures for employees. A continuing effort was refinement of the career track system, a planned, systematic career advancement plan for caseworkers and supervisors in Adult Protective Services (APS), Child Protective Services (CPS), and Child-Care Licensing (CCL).

In a second project, HR staff worked with job incumbents to modify job descriptions and minimum qualifications to more accurately reflect actual job content. As an adjunct to the project, HR staff also drafted new minimum qualifications guidelines to help in screening job applications and represented PRS on a task force to examine possible revisions to the State Classification Plan.

HR staff completed and distributed to employees the PRS Human Resources Handbook, which details the agency's human resources policies and procedures, and began work on a supervisors' guide to human resources policies and procedures. To ensure that personnel actions follow policy guidelines, HR staff continued their statewide training activities for regional personnel specialists on adverse personnel actions, classification, selection, and benefits issues.

A new automated complaint tracking system was implemented to enable HR staff to track the status of employee and client complaints and grievances filed with PRS or external agencies. The system allows PRS managers to track complaint trends and respond quickly to inquiries.

HR staff continued to provide training on preventing sexual harassment and complying with the Americans With Disabilities Act and the Equal Employment Opportunity Commission policies and procedures. And to help employees better understand their benefits, HR staff coordinated pre-retirement seminars and annual insurance, TexFlex, and Texas Legal Protection Plan enrollments. □



Information Resource Technologies

Child and Adult Protective System (CAPS)

Information Resource Technologies (IRT), the agency's automation office, includes Child and Adult Protective System (CAPS) Management, Contract Management, Technical Services, Software Development Services, and Change Management Services.

During fiscal year 1995 the major endeavors of each of these divisions focused on the Child and Adult Protective System being developed in conjunction with the private contractor, Andersen Consulting. Also during this time IRT continued to strive toward agency goals through automation; to support automation efforts for PRS users remaining on the Texas Department of Human Services (DHS) token ring environment and mainframe; and to work with other Health and Human Service agencies in establishing the Health and Human Services Consolidated Network.

Fiscal year 1995 saw significant progress for CAPS, including installation of computer equipment, training on office automation software, and design of the custom application.

Equipment installation was completed within an aggressive schedule of only seven months. This included 6,384 personal computers at approximately 283 sites throughout the state. This installation was accomplished with a minimal disruption of services to clients.

The personal computers were installed with the Microsoft Office suite of products, which includes Microsoft Word, Excel, PowerPoint, Schedule + and Microsoft Mail. More than 5,500 PRS staff were trained in the use of the commercial software within an 11-month time frame, and a network of skilled users was developed to support area staff. In addition, a statewide Help Desk was implemented and, to date, has addressed well over 30,000 calls from field users new to automation.

Increased satisfaction and efficiency were reported by the users as a result of the first phase of CAPS. An interim study conducted by PRS found that the amount of paperwork that had to be typed or formatted by the clerical staff dropped significantly after the installation of the computers. Workers and supervisors also emphasized that they were able to produce a more professional looking product and provide services more efficiently.



IRT Contract Management

While users became more proficient and accustomed to working in an automated environment, significant progress was being made in the development of the specialized software which supports the CPS and APS casework functions. CPS and APS subject matter experts worked with Andersen Consulting to design, construct, and test the specialized software system that will enable PRS workers to streamline, re-focus, and integrate current resources to more efficiently protect the physical safety and emotional well-being of the most vulnerable citizens of Texas. Field testing of the various system components began in September 1995, and the response from field staff previewing the system has been extremely positive.

Preparation was underway for the implementation of the custom software for fiscal year 1996. This includes the establishment of regional transition teams that will examine current processes and refine these to optimize the use of custom software to improve services to clients. Computer based training (CBT) will be used for the implementation of the custom software to provide increased flexibility in scheduling. CBT also allows staff to proceed through training at a pace that meets their learning needs. When fully implemented, CAPS provides the opportunity to improve accountability and services that PRS provides to vulnerable citizens.

IRT Contract Management staff oversee the management of the CAPS contract and the Monitoring Contract. Project files and indexes of work products are maintained to satisfy requests from project staff as well as outside entities requesting information under the Texas Open Records Act.

In fiscal year 1995, the division continued to manage the receipt and control of over 684 deliverables for CAPS. More than 386 of these payment and service deliverables were accepted in 1995, including acceptance of 283 site installations. The division assisted in assessing contractor performance by distributing daily electronic reports from the Help Desk logs to regional IRT staff for their use in ensuring all hardware and software problems were addressed and resolved by the contractor prior to site acceptance.

The division monitored the joint resolution of major project issues by contractor and program policy analysts by participating in the issue management process and negotiated several major changes to the CAPS contract, notably:

Change Order Number 6 was executed to take full advantage of existing state resources and to comply with the strategic direction established by House Bill 7, as well as the recommendations of the Texas Performance Review to reduce the number of state networks. This change order implemented a shared network, utilizing and expanding elements of existing resources provided by DHS. Ultimately, this network became the Health and Human Services Consolidated Network (HHSCN).

Change Order Number 8 included scope reductions to reduce costs and streamline the application.

Software Development Services

Software Development Services is charged with CAPS development oversight and Legacy Systems support. During fiscal year 1995, the CAPS development team completed the logical, detailed design of Release 1 of the custom software application for CAPS. This release includes Intake,

Change Management Services

Investigation, APS Service delivery, CPS Family Preservation and other miscellaneous common support functions. Release 1.1, which includes Intake and associated common functionality, was accepted in August for release to field test in September 1995.

Legacy Systems Support personnel continued to provide support for the present automated systems resident on the DHS mainframe. Concurrently, Legacy Systems staff assisted with data validation and testing for the CAPS project, drawing from their valuable expertise of the present systems. Information collected through these legacy systems assisted Research and Development in drawing down additional matching federal funds.

Change Management Services coordinates the installation of automation equipment throughout the state.

In fiscal year 1995 Change Management Services coordinated the installation of the PRS network. Some of the PRS initiatives which contributed to the success of the installation include:

- ◆ Effective use of the equipment staging process. Andersen Consulting created a staging facility where all equipment for each site was assembled and tested prior to delivery to the site. IRT created and managed a process for all detailed site information to be entered and configured into each office network before the equipment was shipped to the site, saving many installation hours at the sites.
- ◆ Site manager training. Prior to the start of statewide installation, IRT trained nearly 600 PRS staff on the installation process, allowing more flexibility for IRT technical staff to be on site during installation.
- ◆ Effective blueprint management. IRT created a floor plan procedure for regional staff to identify staff locations and all allocated and existing network equipment and coordinated all floor plans with the Andersen installation and staging facility staff, thereby maximizing the utilization of existing computer equipment.
- ◆ Effective change management. Given the mobility of the PRS staff, floor plans and computer allocations changed constantly during installation. IRT created and managed a change management process which, covering the seven month installation period, dealt with 29 office moves, creation of 11 new PRS office locations and over 280 floor plan changes.

After initial installation, Change Management Services continues to coordinate the scheduling of office moves, splits, mergers, and changes with Andersen Consulting and PRS Business Services.

Technical Services

The Technical Services division insures that automation infrastructure is consistent across the agency and provides assistance to the agency in meeting its goals in a timely, cost effective manner through the use of automation. Technical review is provided for all automation related purchases to assure compatibility with existing automation platforms and equipment and overall agency direction for automation.

The major focus of Technical Services during 1995 was to assure that technical requirements for the CAPS contract were adhered to and that the archi-

Technical Services' Regional Automation Support staff were extremely instrumental in the rapid installation of CAPS

structure defined in the CAPS Request for Proposal complied with the HHSCN architecture.

As a result of Change Order Number 6, Technical Services oversaw, designed, and performed the implementation that expanded the HHSCN shared network.

Technical Services staff also defined, developed, and implemented a number of information resources applications including:

- ◆ A legislative management system (BATWIN) transferred from the Texas Rehabilitation Commission to PRS for use during the legislative session
- ◆ A litigation tracking system for the office of the General Counsel
- ◆ An executive assignment tracking system
- ◆ An assignment tracking system for Business Services
- ◆ A system to track all Information Resource purchases (Form 4297) for the agency
- ◆ An internal tracking system for requests for services made to End-User Computing services

Technical Services' Regional Automation Support staff were extremely instrumental in the rapid installation of CAPS. Activities included but were not limited to:

- ◆ site preparation
- ◆ assistance in receiving and installing equipment
- ◆ inventory reconciliation
- ◆ performing site certification
- ◆ monitoring site acceptance
- ◆ auditing site vouchers for accuracy before payment

Regional staff continue to monitor and resolve trouble tickets in the regions and provide ongoing support to users on the DHS token ring environment. □

Office of General Counsel

Proper compliance with statutes, rules, and regulations is an important way PRS reaches the goal of accountability and fulfills the public trust. The Office of General Counsel (OGC) plays an important role in helping the agency achieve these goals by providing legal advice to agency staff concerning state and federal statutes, federal regulations, state rules, program policy, contract, and personnel issues. In addition, the OGC helps prevent litigation by identifying and advising on issues of potential conflict, represents the agency in administrative hearings, and assists in representing the agency in court.

The Office of General Counsel is headed by the Deputy Director for Legal Services, who is responsible for the management and direction of the office. The OGC is divided into four sections: general government, program services,

regional operations, and special services. In addition to the Deputy Director, the OGC management team consists of four supervising attorneys who are responsible for the supervision and management of their respective sections.

One or more attorneys are located in each regional office. These attorneys provide daily legal advice to agency staff on a wide variety of issues including the interpretation of federal and state statutes, regulations, rules, and agency policy as it applies in general and to individual cases. Regional attorneys travel throughout the region to represent the agency in local administrative hearings, such as employee grievance hearings, to assist county and district attorneys in court representation of the agency in child protective and adult protective court cases, applications for guardianship of adults, and seeking emergency orders to protect the elderly and the disabled. In addition, regional attorneys review regional contracts and regularly provide legal training to CPS program staff.

The OGC state office attorneys provide legal advice to state office agency staff on the creation, revision, and implementation of agency policy and rules. Advice is also provided on specific cases with unusual or difficult legal issues. Formal written opinions on legal questions are provided as requested. State office attor-



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neys also assist regional attorneys as needed on issues with statewide implications and on local issues that are unusual and assist regional staff if the regional attorney is unavailable. A state office attorney also provides legal training to APS staff.

Two state office attorneys are dedicated to reviewing and providing legal advice on contracts. These attorneys also advise on matters of law and policy in personnel issues, both in specific cases and for the development and implementation of general policy in these areas.

Two state office attorneys travel throughout the state to represent the agency on all child-care licensing actions that result in administrative hearings. These same state office attorneys also serve as hearings officers for federally mandated fair hearings for clients when denial of requested services, such as a post-adoption subsidy or IV-E foster care subsidy, is appealed. These attorneys also provide legal training to Licensing staff.

A state office attorney assists the Attorney General's Office in its representation of PRS in lawsuits filed against the agency. This attorney coordinates the production of all agency records required in the pretrial discovery process, as well as serving as the contact person for the Office of the Attorney General with PRS staff. This attorney assists in trial preparation and settlement negotiations. In addition, he assists in identifying and addressing potential litigation issues for the agency.

A state office attorney handles most requests for records under the Texas Open Records Act. Because much agency information is confidential by law, the attorney must determine if the records requested can be released in whole or in part, with confidential information excluded, or consist entirely of confidential information which the requester is not entitled to. If information is confidential, the attorney must decide whether it is necessary to request an Open Records Decision from the Attorney General's Office and do so in a timely manner.

The OGC has one administrative law judge who hears all types of PRS administrative hearings throughout the state. These hearings include employee grievance hearings, license revocation or license probation hearings, release of information hearings, and contract appeals hearings.

Although confidential to the public, portions of case records of protective cases are available to specific individuals related to the case. Each case record must be read before release to identify those portions which must be removed before release to that particular requester. This process is called de-identification. The OGC has on staff 23 employees who de-identify records.

In the 1995 fiscal year, approximately 2,382,800 pages of records were de-identified and released. These records included adoption records, abuse, neglect, and exploitation investigation records, other records of children in the agency's conservatorship, and all records subpoenaed for lawsuits or criminal prosecution. The de-identifiers are located in the regions under the supervision of the regional attorneys. In fiscal year 1995, the OGC prepared and distributed the Confidentiality Guidelines handbook to promote uniformity and consistency in the de-identification process.

Prior to the recent legislative session, state office and regional attorneys assisted in identifying statutory changes needed to facilitate this agency's mission. During the session, state office attorneys reviewed any legislation that could affect PRS for legal implications. After the close of the legislative session,

Office of Government Relations

state office attorneys began developing new administrative rules required by the recently enacted statutes and provided assistance to program staff in creating policy to implement the new laws.

The OGC, with the assistance of the Attorney General's office, created a statewide trust for lump sum Social Security payments received for children in PRS conservatorship. In addition, the OGC assisted APS in the drafting and enacting of new administrative rules for the investigation of abuse, neglect, or exploitation in TxMHMR state facilities and MHMR community centers as well as the drafting of a guardianship policy. □

The Office of Government Relations (OGR) was established to help the department communicate more effectively with local and county government, business, other state agencies, the state Legislature, federal agencies, Congress, and other interested public and private organizations. Staff are committed to developing and implementing a proactive program that will result in improved relationships between PRS and governmental, community, and other interests.



OGR's specific responsibilities include:

- ◆ responding promptly to inquiries concerning PRS policies and activities from the Legislature, Congress, and other public and private organizations;
- ◆ providing information to governmental organizations concerning issues that affect PRS to ensure that state policy makers and others have sufficient information regarding PRS to carry out their duties; and
- ◆ reviewing federal and state legislation, laws, and regulations and helping frame PRS responses to them.

In addition, OGR:

- ◆ developed proposed state legislation for the 1995 legislative session;
- ◆ provided this legislation to members requesting assistance;
- ◆ conducted orientations for members of the Legislature and their staff concerning PRS services; and
- ◆ assisted the department's Management Services staff to develop the agency's legislative appropriation request and meet with staff of the Legislative Budget Board, various committees, and others to review this request. □

Ombudsman Office

Texas was a leader in founding an ombudsman office to hear citizen complaints.

The Ombudsman Office reflects the department's philosophy to listen and be responsive to the people whose lives we affect. The office subscribes to the mission: We respect every person's right to question actions of the department and to be responded to with respect and dignity.

The PRS Ombudsman Office is a member of the Ombudsman Association, a national organization of corporate ombudsman. Texas was a leader in founding an ombudsman office to hear citizen complaints. Other states have contacted this office for information on how to effectively establish similar functions in their families and children's protective services programs.

Since the creation of the Ombudsman Office in 1993 until the end of the fiscal year in 1995, approximately 2,803 inquiries have been handled. Of that number 123 cases had questionable findings. Of the complaints made, 1,610 were unsubstantiated. The remainder were inconclusive, information only, closed at intake, or misdirected inquiries.

Ombudsman staff assignments are generic. Staff are trained in all three of the PRS program areas and can respond to inquiries about all of the department's programs. Staff were selected for their expertise in one or more of the three program areas, and no matter how complex a case, a comprehensive review can be conducted by one or more staff.

The Ombudsman Office is a neutral third party for inquiries related to case-specific complaints by

- ◆ providing a fair and impartial review process for complainants to ensure that the department's policy and procedures were followed,
- ◆ ensuring that the complainant receives due process as provided by law, and
- ◆ making recommendations to PRS program to revise case actions if it is determined that the complaint was substantiated.

The office is statutorily mandated to conduct reviews of case findings after a Child Protective Services Administrative Review of Investigative Findings (ARIF) has been completed at the regional level. In addition, the Ombudsman Office maintained a record of reports of abuse or neglect in state-operated facilities; however, this mandated function was deleted under provisions of House Bill 433, 74th legislative session. Beginning in fiscal year 1996, the office will provide the final review of Adult Protective Services investigations, under the provisions of House Bill 1111 passed during the 1995 legislative session.

The office also maintains the Ombudsman Office Automated Tracking System. The system, implemented in June 1994, allows data input, transmittal and receipt of information from the department's regional offices, retrieval of data, and compilation of statistical reports. Each quarter, the Ombudsman Office provides statistical reports to the Board of Protective and Regulatory Services.

A toll free telephone number (1-800-720-7777) was implemented for convenient customer access. The majority of complaints and inquiries are received via the telephone. □

Ombudsman Office Annual Report

Fiscal Year 1995

Element	Definition	Number
Intake	Telephone Inquiry	1,079
	Written Inquiry	420
	In-person Inquiry	6
Type	Legislative	156
	Executive Officer (governor, lieutenant governor, attorney general, Health and Human Services Commission)	181
	Other agency	77
	Public: advocacy or general citizenry	555
	Consumer (involved in a PRS case or receiving PRS services)	523
	PRS staff	13
Program	Adult Protective Services	136
	◆ Community Investigations	107
	◆ Facility Investigations	29
	Child-care Licensing	46
	◆ Residential Licensing	12
	◆ Day-care Centers and Registered Family Homes	34
	Child Protective Services	1,266
	◆ All services	
Program Not Recorded	57	
Category of Inquiries	Investigation	355
	Administrative Reviews	26
	Staff Conduct	223
	Service Plan Delivery	47
	Placement/Guardianship	131
	Procedural/Timelines	339
	Case Findings	69
	Denied Application, Corrective Action, or Revocation	
	a. Adoption	13
	b. Foster Care	22
	c. Licensing	6
	d. Foster Care Retaliation	2
	Miscellaneous (no contact, closed at intake)	265
Pending	7	

Ombudsman Office Annual Report (continued)

Element	Definition	Number
Status	Substantive: Agency action is questionable (i.e. compliance with agency policy, procedure, or standards of conduct were in question), but does not affect final case status	35
	Substantive - Remedy in Progress (RIP)	11
	Unsubstantiated: Ombudsman Office concurs with agency action	826
	Inconclusive: Disputed information that cannot be substantiated	27
	Action Recommended: Corrective or additional PRS case action recommended by the Ombudsman Office	17
	Action Recommended - RIP	0
	Information Only: The complainant receives further information or explanation of the agency's role (Includes information and referral to community resources)	469
	Misdirected Inquiries: PRS involvement is not applicable	46
	Closed at Intake	68
	Status Pending:	6
Other State	Unidentified Regions (information only)	146
	01	60
	02	70
	03	282
	04	111
	05	66
	07	282
	08	136
	09	41
	10	13
	11	77
	Total	1,505
Other State Agencies	Texas Youth Commission	223
	Valid	65
	Invalid	158
	Texas School for the Deaf	Not Available
	Texas School for the Blind and Visually Impaired	Not Available

Research and Development

Legislative riders enacted by the 73rd Legislature directed PRS to increase federal financial participation by more than \$80 million during the 1994-95 biennium. This formidable task, which amounted to replacing about 14 percent of the agency's state funds with federal funds, was thoroughly accomplished in fiscal year 1995. With participation by virtually every area of the agency, the federal funds policy and development section of Research and Development continued to lead this initiative.

Another major federal funding initiative, the Title 19 (Medicaid) integrated behavior management service was defined and submitted for federal approval to fund covered treatment services provided within some foster care settings. Providers of foster care contributed to this development by participating in four extensive time studies of their services. In each of these time studies 35,000 to 40,000 provider staff logged their time for a week. The federal funds unit compiled and analyzed this data which is necessary to allocate the costs of foster care to multiple federal funding sources.

Other staff performance was critical to federal funding: provided ongoing management of a random moment time study of agency staff which is necessary for PRS to submit administrative claims for federal funds; monitored eligibility levels of PRS clients for federal programs and provided feedback to

agency staff to ensure the most effective utilization of these programs; and managed the documentation process for targeted case management, another initiative to maximize federal matching fund; began preliminary work on a Medicaid waiver application to develop a managed care demonstration pilot project.

Research and Development staff also are responsible for preparing grant applications, monitoring projects, and conducting technical studies. Grant applications are written and submitted to a variety of federal funding sources. In the 1995 fiscal year, R and D obtained six federal discretionary grants totaling \$ 3.6 million for PRS to operate multiyear projects to test innovations in service delivery and management strategies. Specialized staff within the division assist federally funded projects with implementation, project operations, and preparation of federal reports. Staff also conducted research projects and evaluated programs and projects to support various needs of the agency.

Among other activities, Research and Development staff:

- ◆ completed a pre-automation work measurement study of Child Protective Services (CPS) and Adult Protective



Services (APS) supervisors, workers, and clerical staff. This study provides baseline data that will be used in future overall evaluations of the Child and Adult Protective System (CAPS) project.

- ◆ conducted a separate CAPS project interim evaluation study, completing a total of 224 interviews with APS and CPS supervisors and workers. The statistically valid and randomly chosen sample of survey participants was selected from all PRS regions that have been testing customized commercial software for a minimum of three months. The study is being conducted to understand how PRS field staff have used the commercial software and to document the impact of this software.

- ◆ coordinated with Child Care Licensing (CCL) personnel to develop time study methodology and time study codes that will be used in early 1996 to determine how much time is spent by CCL staff on Early and Periodic Screening, Diagnosis and Treatment (EPSDT) benefit-related activities. This information will be used to consider further enhancement of federal (Title XIX) matching funds.

The Research and Development Division has contributed directly to PRS' successful response to both the challenge and responsibility entrusted by the public by ensuring the most effective and efficient use of state resources and maximizing the receipt of matching federal funds. □