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TEXAS
Department of Family and Protective Services

DFPS Rider 15 Report
for Community-Based Care

September 2020

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Introduction

As required by the General Appropriations Act, 86th Texas Legislature, DFPS Rider 15, the agency shall, on March 31st and September 30th of each year of the biennium, "Report selected performance measures identified by the Legislative Budget Board (LBB) that will allow for comparative analysis between the legacy foster care and the Community-Based Care systems". The report, "shall contain the most recent data for the selected comparative performance measures, an analysis of the data that identifies trends and related impact occurring in the Community-Based Care system, identification and analysis of factors negatively impacting any outcomes, recommendations to address problems identified from the data, and any other information necessary to determine the status of the Community-Based Care system".

Background

Community-Based Care (CBC) changes the way DFPS procures, contracts, and pays for foster care and services. Under CBC, a single contractor provides a full continuum of services to children and families within a designated catchment area. In Stage I, this Single Source Continuum Contractor (SSCC) is responsible for finding foster homes or other foster care placements for children in state care and providing them with services to meet identified needs. In Stage II, the SSCC expands services to include support for relative or "kinship" placements (not verified as foster homes), and the SSCC has responsibility for the provision of legal case management. The model requires competitive procurement of performance-based SSCC contracts with financial incentives and disincentives for permanency outcomes and additional performance measures for child safety and well-being.

DFPS is implementing CBC in five catchment areas. In June 2019, the 86th Texas Legislature appropriated funding for the department to expand CBC to Stage I in two catchment areas (Regions 1 and 8b) and Stage II in three catchment areas (Regions 3b, 2 and 8a). Stage transition is based on the SSCC's demonstrated readiness.

- **3b (Tarrant, Erath, Hood, Johnson, Palo Pinto, Parker, and Somervell counties in DFPS Region 3**) - DFPS executed a SSCC contract with ACH Child and Family Services (ACH) on January 1, 2014 for DFPS catchment area 3b. Our Community Our Kids (OCOK), the catchment area 3b SSCC operating under ACH, began placing children on September 1, 2014. In 2018, DFPS renewed its contract with OCOK to continue services under Stage I (foster care and services for children) and add requirements for Community-Based Care and transition of kinship and legal case management services. DFPS and OCOK formally announced start up for Stage II in October 2019 and began implementing a six-month transition plan. DFPS certified Stage II readiness and OCOK began providing case management and all other Stage II services on March 1, 2020.

- **Region 2 catchment area (Abilene/Wichita Falls)** - DFPS awarded a contract to Texas Family Initiative, LLC (TFI) to serve as the SSCC for the Region 2 catchment area in May 2018. TFI formed a partnership with New Horizons Ranch and Center Inc. and created 2INgage. 2INgage began placing children on December 1, 2018. DFPS and 2INgage officially announced start up for Stage II in December 2019 and began implementing a six-month transition plan. DFPS certified Stage II readiness and 2INgage began providing case management and all other Stage II services on June 1, 2020.
- **Region 8a catchment area (Bexar County in DFPS Region 8)** - DFPS awarded a contract to The Children's Shelter in San Antonio to serve as the SSCC for the Region 8a catchment area in August 2018. The Children's Shelter created Family Tapestry, which began placing children on February 1, 2019. Implementation of Stage I is ongoing during fiscal year 2020, with a focus on building the local network of foster care and services. Stage II start-up activities were to begin in fiscal year 2020. In October 2019, DFPS conducted an on-site monitoring of The Children's Shelter and noted concerns with the SSCC's fiscal management processes and system, which were also cited in the organization's single audit. The Children's Shelter submitted a plan to correct identified issues and the department monitored progress of the implementation of the needed systems controls and improvement. DFPS received information from The Children's Shelter auditors that issues related to financial systems have been resolved and is awaiting the final single audit. Preliminary Stage II transition discussions have begun with an anticipated start-up period to begin the first quarter of FY21 and implementation anticipated in quarter 3 of FY21, dependent on readiness review and certification.
- **Region 1 catchment area (Amarillo/Lubbock)** - DFPS awarded a contract to Saint Francis Community Services, Inc. (St. Francis) to serve as the SSCC for the Region 1 catchment area on July 1, 2019. St. Francis began serving children in Region 1 on January 6, 2020. Implementation of Stage I is ongoing during FY20, with a focus on building the local network of foster care and services. Stage II transition is dependent on future legislative appropriation.
- **Region 8b catchment area (DFPS Region 8 counties excluding Bexar) -** DFPS released a Request for Application (RFA) for the Region 8b catchment area on May 2, 2019. The procurement closed on August 2, 2019. The procurement officially ended with no contract awarded in July 2020. DFPS released a new RFA for 8b on September 1, 2020. Implementation of Stage I CBC is anticipated to begin in September 2021 following a successful procurement, six-month start up period, and confirmation of readiness.

See the latest CBC Implementation Plan for additional details.

Evaluation of Community-Based Care

Evaluation of Community-Based Care is on-going to support Continuous Quality Improvement (CQI) and includes both process and outcome components. Texas Family Code, chapter 264, subchapter B-1 requires DFPS' evaluation of Community-Based Care to include "an independent evaluation of each contractor's processes and fiscal and qualitative outcomes."

DFPS contracted with Texas Tech University to conduct the process evaluation of implementation of each stage of Community-Based Care in each established catchment area. Texas Tech completed site visits for evaluation of Stage I change processes and collaboration in catchments 3b, 2, 8a, and 1 and made virtual contacts (due to COVID-19 restrictions) to Regions 3b and 2 for evaluation of Stage II. The results of the independent process evaluation will be reported separately from the Rider 15, in a report prepared by Texas Tech University in advance of the 87th Legislative Session.

DFPS continues to work with Chapin Hall, affiliated with the University of Chicago, to support the outcome evaluation. Chapin Hall provides independent data analysis of each SSCC's performance on placement within 50 miles and paid foster care days, which is the basis for the fiscal model and incentive payments in Stage III. DFPS further consults with Chapin Hall on oversight of case management services.

The CBC Quality Indicators (sometimes referred to as guiding principles), developed by the DFPS Public Private Partnership (the CBC governing body) provide a shared vision for quality services and outcomes under Community-Based Care. The achievement of quality indicators is the first major deliverable in the SSCC contract and guides the performance-based contract. CBC contract performance measures reported in Sections B and C of this report align to the quality indicators, where aggregate data is available in DFPS' automated case management data system, IMPACT (Information Management Protecting Adults and Children in Texas).

Using the Rider 15 Report to Evaluate Performance

The Rider 15 Attachment reports three sets of performance data:
- **Section A** of the Attachment includes select Legislative Budget Board (LBB) agency performance measures for children in DFPS conservatorship and reflects outcomes of case management activity. For Region 3b, Section A reflects shared DFPS-SSCC FY20 performance through quarter three, with 3b providing case management and services to all children in conservatorship beginning March 1. Performance calculations for Regions 1, 2 and 8a include both children in foster care served by the SSCCs in Stage I and children in other substitute care settings, not served by the SSCC. For these areas, case

management services remained a function of DFPS. *Note: Region 2 did not begin providing case management until June 1, 2020 for quarter four and therefore no Stage II performance is reflected in this report.*

- **Section B** includes CBC contract performance measures that apply to children in foster care. In Stage I, performance measures include children in SSCC foster care placements. "Eligible" placements (legacy providers not contracted with an SSCC) are reported separately. In Stage II, performance measures include both children in foster care placed in the SSCC network and children in placements that do not contract with the SSCC, but for whom the SSCC provides case management.
- **Section C** reports CBC contract performance measures that apply to all children in conservatorship for catchments in Stage II only.

The format identified by the LBB for reporting data supports comparative analysis of performance trends for the state as a whole, for non-CBC catchments, and for individual SSCCs. DFPS defines performance populations as follows:

- **Statewide Population -** The statewide population reports the performance for the entire state population of children. In Section B, the statewide population is limited to children in paid foster care settings identified as "SSCC eligible" to allow for comparison. "SSCC eligible" placements are foster care placements that would be within the scope of an SSCC contract in Stage I.
- **Statewide Non-CBC Population -** The statewide "non-CBC" population reports the aggregated performance for catchment areas where DFPS has not implemented CBC. Again, Section B is narrowed to children in non-CBC catchments in "SSCC-eligible" foster care placements.
- **Catchment SSCC Population (Section B) –** The catchment SSCC population reports the performance for each SSCC individually. *SSCC performance in the first year of Stage I reflects a partial population of children transferred to the network gradually over a six-month period, and cannot be compared to the historical performance of all eligible children in the catchment over a full fiscal year (eligible population).*
- **Catchment - Eligible Population (Section B) –** The eligible population reports the performance for children in paid foster care settings identified as "SSCC-eligible" in the catchment prior to implementation. During transition, the eligible population reports performance for children not yet transferred to the SSCC. Ongoing, the eligible population includes the small population of children not transferred, such as children in adoptive homes or placed with out of area providers who opted not to contract with the SSCC. *The performance of this small number of remaining children can no longer be compared to historical performance*.
- **Catchment Population (Section A and C**.) The catchment population reports the performance for children in conservatorship in both foster care and relative/kinship

placements and other "substitute care" settings and is applicable for SSCCs who have implemented Stage II of CBC. The catchment population shows the historical performance, performance during the fiscal year in which the SSCC transitioned to Stage II, and ongoing performance (future Rider 15 reports). *For Section C, SSCC performance in the transition year of Stage II reflects shared performance with DFPS since all measures are calculated year to date.*

As Community-Based Care progresses through staged implementation, the data can be used to answer the following questions. *Note: the comparison is trends over time and not performance (e.g. percentages), which vary by catchment area based on their unique resources and history.*

1. **Are there statewide changes affecting SSCC performance?** Compare state and state "non-CBC" performance trends to SSCC catchment trends, over time. Similarities may point to statewide factors influencing performance in CBC catchments.
2. **Is the CBC system performing better than the legacy system?** Compare SSCC performance to the performance of the non-CBC population over time. If the SSCC catchment areas are improving more than the legacy catchment areas, the changes made to the foster care system under CBC are effective.
3. **Is a particular SSCC improving performance?** Compare individual SSCC performance across fiscal years. Improvement may take time as DFPS transitions services to each SSCC and the SSCC works to build the network of services in the area.
4. **Are some SSCCs performing better than others?** Compare SSCC performance one to another. While each area has unique strengths and challenges, if a specific SSCC is improving outcomes compared to historical performance at a faster rate, the strategies implemented by the SSCC may be more effective.

Limitations of SSCC Performance Data in the Stage I Transition Year.

Performance data reported for SSCCs during the transition and before most of the children in foster care are transferred has several significant limitations.

1. Some children are duplicated, meaning they are represented in both the "eligible" and "SSCC" populations during the transition as a result of time spent in each population during the performance period.
2. The population "mix" is influenced by the specific transition plan implemented by the SSCC. "Mix" may refer to the proportion of children in foster homes and children in facilities. It may also be geographic given the trend of SSCCs to begin by transferring local providers to the network.

This makes interpreting specific performance measures during the time children are transitioning to the SSCC difficult as outlined below:

- Least restrictive placement – to the extent that an SSCC transfers more children in foster homes earlier or later in the process, the percent of care days that are least restrictive will be increased or decreased. In addition, start dates after September 1 will represent fewer care days compared to an annual baseline.
- Proximity – to the extent that a provider transfers "in area" providers before providers located farther away, the percent of children placed close to home will be increased or decreased. Because children in foster homes are more likely to be placed closer to home, this measure is also influenced by the pace at which Child Placing Agencies transfer under the SSCC.
- Stability – this measure is based on the number of placements experienced by children over the course of a fiscal year. Separating placement experience into time spent in legacy and time with the SSCC lowers the rate for both populations.
- Siblings placed together – sibling groups that are separated across legacy and SSCC populations may not be counted as placed apart for either population.
- Preparation for Adult Living - Youth who began taking PAL classes prior to transfer may complete their program under the legacy DFPS contract, although they are now reported as placed with the SSCC.

Assessing performance for new SSCCs requires time. DFPS works with SSCCs to transition foster care resources and children in existing placements to the SSCC network over a period of approximately six months. Time is needed for the SSCC population to represent the full population of children in foster care. Once the transition is complete, SSCCs need time in the role of network provider to continue to assess local needs and make changes they think will lead to improved outcomes.

Section A: LBB Performance Measures

Our Community Our Kids (OCOK)

Catchment 3b is the only catchment area operating in Stage II of Community-Based Care, as of FY20Q3, OCOK had only operated for one quarter (approximately 90 days) in Stage II. This early data reflects shared DFPS and OCOK performance during a transition period. Trends are the continuation of case activity and permanency decisions that began under the legacy system. Data as of FY20Q3 is also preliminary and does not represent a complete fiscal year. DFPS will be better able to asses performance during the transition in the March 2021 Rider 15 report. Fiscal year 2021 performance will better reflect OCOK practices and decision-making.

The Stage II transition occurred on March 1, 2020 just as the unprecedented coronavirus disease 2019 (COVID-19) outbreak began. During the same period, catchment area 3b experienced

significant judicial changes including the establishment of new child protection courts. More time is needed to understand the significance of these events before definitive conclusions can be made about performance.

DFPS identified the following LBB performance measures as warranting more exploration and root cause analysis on trends (both positive and negative):

- 28.3% Children who Achieved Permanency in Less Than 12 months
- 10.8% in FPS Conservatorship Until the Age of Majority
- 58.9% Children with Termination of Parental Rights (All) adopted within 12 months

DFPS and OCOK will continue to work together using a continuous quality improvement process to assess performance, specifically with regard to positive permanency outcomes for children, as more data becomes available.

Sections B and C: SSCC Contract Performance Measures

DFPS assesses contract performance measures annually as part of formal contract monitoring. DFPS tracks performance measures quarterly using a Continuous Quality Improvement (CQI) process. Through this process, DFPS and each SSCC review preliminary year to date performance measure results along with other data used to identify potential drivers, such as changes to the population of children, trends specific to these populations, and placement utilization practices. The CQI process enables DFPS to both understand performance measure trends and assess the strategies each SSCC has in place to maintain or improve performance. DFPS requires formal performance improvement plans when performance measure trends show significant, sustained poor performance. Improvement plans document specific goals and action steps to address concerns.

The performance measures referenced below reflect performance through the third quarter of FY20 which is preliminary and subject to change. Final FY20 performance will be reported along with FY21 quarter one performance in the March 2021 Rider 15 report. [i]

Summary

- **COVID-19 Impact** - DFPS has yet to understand the full impact of the pandemic for SSCCs and the state. SSCCs report adaptations for communicating and providing services in a new virtual environment. They play an important role in providing leadership, information and resources to their network of provider partners. SSCCs are also providing leadership in their communities to mobilize resources for biological and foster families ranging from media access with positive learning content for families with children at home to concrete support for families struggling with paying bills and

meeting basic needs. Examples of impact to foster care capacity expressed by SSCCs include time to develop and adjust to new processes and guidelines resulting in an initial decline in placement options, GROs decreasing the number of bed available, and foster families with parents who are unable to stay at home to accommodate virtual school.[ii]

- **Catchment 3b** - With experience and time to implement strategies, Our Community Our Kids (OCOK) continues Stage I improvements to placing children in stable, least restrictive settings within 50 miles. OCOK targeted long term strategies for building therapeutic foster care in the community including residential treatment and professional home-based care. OCOK successfully transitioned to Stage II of Community-Based Care on March 1. Initial analysis shows sustained shared DFPS-OCOK performance for new Stage II performance metrics. More time is needed in Stage II before OCOK can demonstrate performance for children who begin services under their care and to implement change strategies, such as enhanced support for kinship families.

- **Catchment 2** - FY20 will be the first full year of performance data for 2INgage. 2INgage faces long-standing capacity challenges in the region. 2INgage focused from the start on joining together as a network to enhance foster care recruitment and training, while taking time to plan a system change. 2INgage partnered with their provider network to plan and execute a program for financially incentivizing needed capacity for teens, sibling groups and children ready to transition from treatment facilities. 2INgage has maintained or improved on placement stability and least restrictive placement but declined in placing children closer to home and placement with all siblings. More time is needed to implement change strategies and evaluate their effectiveness.

- **Catchment 8a** - FY20 will be the first full year of performance data for Family Tapestry. Family Tapestry has been able to harness existing foster care capacity in Bexar county and surrounding nearby communities as well as develop new capacity. Family Tapestry is placing more children in stable, least restrictive settings within 50 miles. Positive performance masks some underlying gaps in services to smaller populations of children with higher need where Family Tapestry is increasing their attention. Family Tapestry has relied on a single community resource, the Whataburger Center, to provide short-term care for children/youth with higher needs while longer-term placements could be located. DFPS issued a placement suspension for the center on September 8, 2020 as a result of ongoing regulatory challenges. DFPS and Family Tapestry continue to work collaboratively, as Family Tapestry works to address challenges related to the center and establishes more network providers with capacity to serve high need youth.

- **Catchment 1 -** FY20 is a transition year for Saint Francis Community Services (St. Francis) who was still completing the transfer of children to their network as of quarter 3 of FY20. St. Francis is strengthening their organizational capacity including capacity for utilizing data and assessing their providers and service gaps. One-hundred percent of

children placed with St. Francis were safe in foster care as of the third-quarter of FY 2020. FY21 will be the first full performance year for St. Francis.

Our Community Our Kids (OCOK)

OCOK has contracted with DFPS for services to children in foster care since FY15. As a result of their experience and time to implement system improvements, OCOK performance in FY20Q3 continues to show improved outcomes for children in foster care. (Section B).[iii]
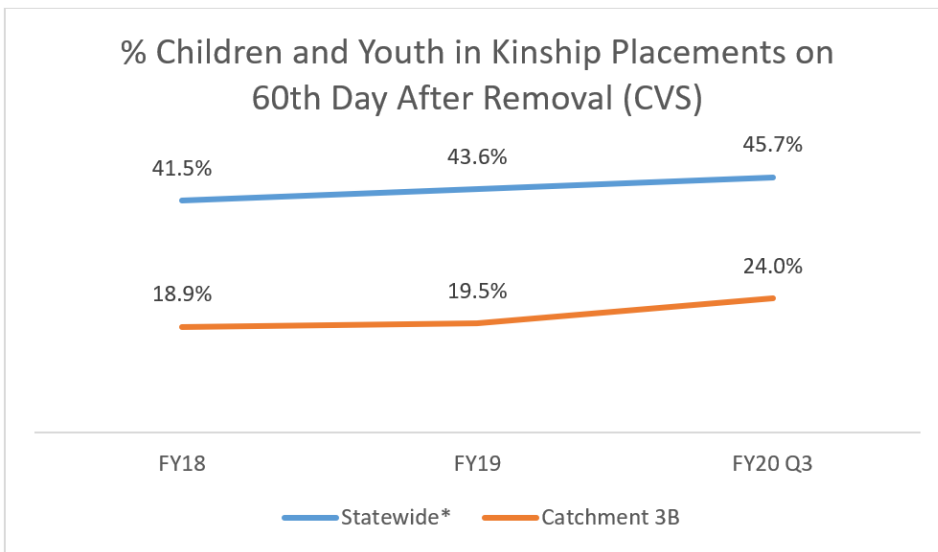
- **Safety** – 99.2% of children were safe in foster care placements. Safety below 100% represents an area for improvement.
- **Placement Stability** - 1.37 placements per child in FY20Q3 suggests continued improved stability by fiscal year's end compared to 1.40 placements per child in FY19Q3 and 1.46 for FY19Q4.[iv] (This metric increases quarter to quarter.)
- **Placement within 50 miles** – 76% of children were placed within 50 miles of their removal address on the last day of the quarter compared to 73% of children in FY19.
- **Sibling Groups Placed Together** - 65% of sibling groups were placed together on the last day of the quarter. OCOK has improved performance on this metric in past years, though FY20Q3 performance is down from 67% in FY19.

With the transition to Stage II, DFPS is reporting three new performance measures for Catchment 3b (Section C). FY20Q3 reflects shared DFPS-OCOK performance to date, with DFPS providing services from September to February and OCOK providing services March through May. More time is needed for OCOK to demonstrate performance for children who begin services under their care and to implement change strategies. 3b trends show that there was no significant disruption to services with Stage II transition and are consistent with statewide trends.

- **Least Restrictive Placement Setting** - 85% of placement days spent in a family setting (defined in Stage II as a family foster home, kinship home, adoptive placement, or return to parents) as of FY20Q3 is consistent with 85% in FY19.

% of Placement Days in Least Restrictive Placement

	FY18	FY19	FY20 Q3
Statewide*	87.2%	87.6%	87.3%
Catchment 3B	84.4%	85.1%	85.0%
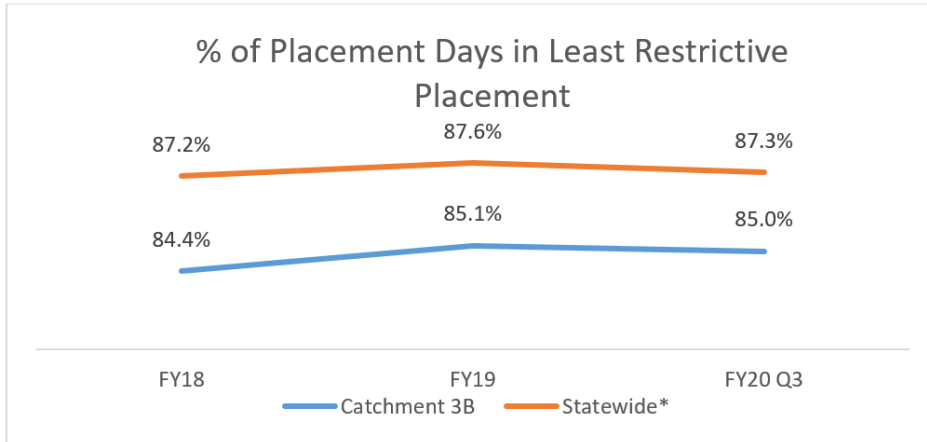
- **Kinship Placement** – 24% of children removed in the prior quarter placed with relatives/kin on the 60th day after removal shows promising performance compared to 20% in FY19. Performance also increased across the state. 3b has historically placed fewer children in kinship placements than other areas of the state.

% Children and Youth in Kinship Placements on 60th Day After Removal (CVS)

	FY18	FY19	FY20 Q3
Statewide*	41.5%	43.6%	45.7%
Catchment 3B	18.9%	19.5%	24.0%

- **Preparation for Adult Living** - 79% of youth turning 18 (includes youth in foster care, kinship care and other settings in Stage II) completing PAL shows sustained performance. Performance on this metric has also been increasing for the state as a whole.

% Youth turning 18 who have completed PAL Life Skills Training (CVS)
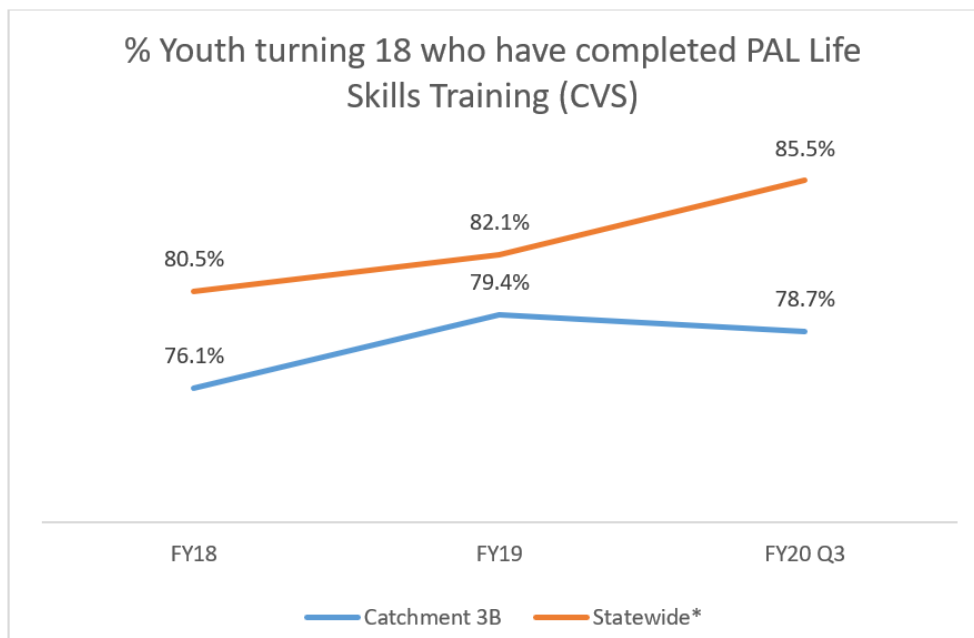
OCOK reports the following efforts and innovations to support positive outcomes:[v]

- **Safety.** OCOK meets regularly with providers to review performance, including safety. Any incident resulting in a disposition of Reason to Believe is reviewed by their Quality Committee to identify trends and possible systemic remedies. For example, in response to recent incidents, OCOK is bringing in additional training and support for foster families to prevent safety incidents for very young children in their care.
- **Expansion of therapeutic foster care.** OCOK's utilization of residential treatment is decreasing with continued expansion of therapeutic foster care. Currently, OCOK has more than 20 children residing with a family as part of Professional Home-Based Care (PHBC), the highest tier of therapeutic foster care, for children whose care would otherwise require residential treatment. In all, more than 260 children reside in some form of therapeutic foster care in Region 3b, up from 228 two years ago.
- **Kinship.** To increase the number of children in non-paid kinship placements, OCOK has developed new organizational capacity: (1) a Family Finding and Engagement Specialist dedicated to conducting relative searches and case mining to discover potential kinship placements; and (2) four Home Assessor positions embedded within the kinship program, bringing in-house the function of the home study process for kinship families, streamlining the administrative process and integrating it into the permanency work.

- **Preparation for adult living.** PAL training has remained on track, with more than 40 youth completing OCOK's virtual Aging Out seminars this summer. OCOK also participated in a joint Teen Conference with DFPS and held a drive-through graduation party for youth completing high school.

2INgage

2INgage continued to provide Stage I services through FY20Q3 with Stage II implemented June 1, 2020. Initial performance for Stage II will be included in the March 2021 Rider 15 report. 2INgage FY20Q3 performance shows positive trends and areas for improvement compared to historical catchment performance. The average performance for fiscal years 2017 and 2018, the two years prior to Stage I implementation, is used as the historical average for comparison. 2INgage (Catchment 2 SSCC) data for FY19 is not comparable as a transition year.[vi]

- **Safety** – 99.5% of children were safe in 2INgage foster care placements. Safety below 100% represents an area for improvement.
- **Placement Stability** – 1.28 placements per child in FY20Q3 suggests improved stability by fiscal year's end compared to 1.30 historical FY17-18Q3 average. [vii] (This metric increases quarter to quarter with an annual historical average of 1.39.)
- **Least Restrictive Placement Setting** – 78% of foster care days spent in foster family or kinship foster homes is consistent with 78% historical average.
- **Placement within 50 miles** – 43% of children were placed within 50 miles of their removal address on the last day of the quarter, a decline from the 47% historical average.
- **Sibling Groups Placed Together** – 57% of sibling groups placed together, a decline from the 67% historical average.
- **Preparation for Adult Living** – 100% of youth turning 18 completed PAL, an improvement compared to 91% historical average.

2INgage reports the following efforts and innovations to support positive outcomes:[viii]

- **Safety** - The Quality Improvements (QI) team reviews all serious incidents received and maintains tracking to identify trends or needed follow up. QI also performs annual monitoring. At any time, if a safety concern arises, a provider staffing occurs to review the situation, discuss follow up and a plan for moving forward to ensure safety of the children in care.
- **Placement Matching** - 2INgage utilizes an empirical validated placement matching tool called Every Child a Priority (ECAP), to generate the best match placement for children and youth based on their unique characteristics and the profiles of potential foster homes. While the matching system is limited to the current network capacity, the tool along with established relationships with network providers, helps 2INgage identify the best placement available that will meet children's needs.

- **Network capacity-building** - 2INgage continuously analyzes network capacity and gaps and recognizes the current need to develop local foster home capacity for teens, sibling groups, and children and youth ready to transition from a treatment facility to a home setting. 2INgage coordinates provider meetings to support shared foster home recruitment, retention and training strategies. On May 1, 2020, 2INgage activated a financial incentive program to develop needed capacity as part of its payment structure. Also, a part of the incentive program, 2INgage released a Request For Proposals for Region 2 providers to apply for mini grants to develop recruitment campaigns to attract families to foster teens and siblings within the network.

Family Tapestry

Family Tapestry continued to provide Stage I services through FY20Q3. Family Tapestry performance shows positive trends and areas for improvement compared to historical catchment performance. The average performance for fiscal years 2017 and 2018, the two years prior to Stage I implementation, is used as the historical average for comparison. Family Tapestry (Catchment 8A SSCC) data for FY19 is not comparable as a transition year. [ix]

- **Safety** – 99.8% of children were safe in Family Tapestry foster care placements. Safety below 100% represents an area for improvement.
- **Placement Stability** – 1.34 placements per child in FY20Q3 suggests improved stability by fiscal year's end compared to 1.37 historical FY17-18Q3 average. [x] This metric increases quarter to quarter with an annual historical average of 1.47.
- **Least Restrictive Placement Setting** – 72% of foster care days spent in foster family or kinship foster homes shows improvement compared to 70% historical average.
- **Placement within 50 miles** – 85% of children were placed within 50 miles of their removal address on the last day of the quarter shows improvement compared to 75% historical average.
- **Sibling Groups Placed Together** – 63% of sibling groups placed together shows a decline compared to 64% historical average.
- **Preparation for Adult Living** – 92% of youth turning 18 completed PAL, an improvement compared to 88% historical average.

Family Tapestry reports the following efforts and innovations to support positive outcomes: [xi]

- **Safety** – Family Tapestry continues to engage providers through the Praesidium Know Your Score (KYS) assessment (a research-based risk and safety assessment provided by an independent training organization) to improve provider policy and practice around safety. 33% of providers are participating.
- **Community-Engagement** – Family Tapestry has taken a public health approach to community engagement activities. Family Tapestry created a Heat Map Project to overlay child protective services removal data and data on licensed foster homes and

foster care placements to better understand capacity and needs and communicate to stakeholders.

- **Treatment Foster Homes** - Family Tapestry is working with network providers to increase the number of Therapeutic Treatment Foster Homes and have adjusted the ages of those homes to expand to youth up to the age of 16. Previously, the capacity was to serve children up to the age of 10.
- **Specialized Services** - Family Tapestry is focusing on finding partners to serve smaller populations of children with specific needs such as children with sexual aggression, girls with specific treatment needs, children who are deaf and children with autism.
- **Siblings Groups** - Family Tapestry is working to increase the capacity of homes available for larger sibling groups, as well as targeting individuals who are willing to take sibling groups where one sibling is a teenager and/or has treatment needs. Historically, more than half of sibling groups in Bexar county are made up of three or more siblings[xii].

St. Francis Community Services

St. Francis began serving children on January 6, 2020. As of FY20Q3, St. Francis was serving 87% of children in foster care in Region 1.[xiii] At five months into the Stage I transition year, St. Francis' performance shows positive trends for those measures that can be compared to historical catchment performance. The average performance for fiscal years 2018 and 2019, the two years prior to implementation, is used as the historical average for comparison.[xiv]

- **Safety** – 100% of children were safe in St. Francis foster care placements.
- **Placement Stability** – 1.18 placements per child in FY20Q3 is artificially low due to reporting placement activity for a partial fiscal year. Performance can be accurately assessed beginning fiscal year 2021.
- **Least Restrictive Placement Setting** – 77% least restrictive placements excludes some placements not yet transferred. Performance can be accurately assessed beginning fiscal year 2021.
- **Placement within 50 miles** – 46% of children were placed within 50 miles of their removal address on the last day of the quarter. Performance shows the potential for improvement compared to 45% baseline, but may decrease once the full population of children has transferred
- **Sibling Groups Placed Together** – 65% of sibling groups placed together on the last day of the quarter shows an increase compared to 61% baseline, but more time is needed to develop capacity for siblings in homes (versus shelters and General Residential Operations).[xv]
- **Preparation for Adult Living** – 100% of youth turning 18 completed PAL, an improvement compared to 92% baseline.

St. Francis reports the following efforts and innovations to support positive outcomes:[xvi]

- **Safety -** The St. Francis team began a quarterly assessment of investigation trends, placement acceptance rates, and compliance to review and assess trends with partner agencies. This allows for quicker response and the ability to identify patterns so St. Francis can provide technical assistance. St. Francis Permanency and Reunification teams continue to have phone contact with children and conduct visits to partners to assess child safety or lack of progress.
- **Network capacity-building –** St. Francis has worked with local Child Placing Agencies (CPA) to centralize joint recruitment efforts and provided social media recruitment and paid advertising. Since May 2020, over 154 new families were referred to local CPA's in Lubbock and Amarillo. St. Francis is following up by tracking and surveying families to assess successful engagement and recruitment and identify barriers and opportunities for technical assistance or network development.
- **Focused recruitment and permanency –** St. Francis identified a lack of resources for higher acuity children experiencing placement instability and at risk of running away. St. Francis created a list of children/young adults to be case mined through the St. Francis Connections Specialist in collaboration with DFPS to expedite TARE profiles or find suitable kinship placements for long term permanency. St. Francis uses social media to find homes for children meeting this criterion and works with local wrap around services contracts to safely place children.

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[i] All FY20Q3 and historical performance data is from DFPS Rider Report September 2020 Submission log 98078, published as an attachment.

[ii] Information reported by each SSCC via e-mail, August 2020.

[iii] Performance on measures that target outcomes for children in foster care (Section B) include all 3b children in foster care regardless if the children were placed under the SSCC network or with a provider contracting with DFPS.

[iv] FY19Q3 is from DFPS Rider 15 October 2019 Submission.

[v] Information reported by OCOK on August 26, 2020.

[vi] All FY20Q3 and historical performance data is from DFPS Rider Report September 2020 Submission DRIT #98078, published as an attachment.

[vii] Prior Rider 15 reporting and updates from Open Foster Care Placements log 94154 and 94741

[viii] Information provided by 2INgage, August 25, 2020.

[ix] All FY20Q3 and historical performance data is from DFPS Rider Report September 2020 Submission DRIT #98078, published as an attachment.

[x] Prior Rider 15 Submissions and update from Open Foster Care Placements log 94154 and 94741

[xi] Information reported by Family Tapestry, August 28, 2020.

[xii] Historical measure performance – SSCC 1.5 Siblings all Placed Together FY14-18 -log 95971 and SSCC 1.5 Siblings all Placed Together FY20Q3 - log 98172

[xiii] Open Foster Care Placements log 98471

[xiv] All FY20Q3 and historical performance data is from DFPS Rider Report September 2020 Submission log 98078, published as an attachment.

[xv] Open Foster Care Placements log 94154, 94741, and 98471

[xvi] Information reported by St. Francis, August 21, 2020.