



Guiding our Efforts

2022
through
2024

Strategic Plan Supporting Healthy and Fulfilled Lives

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Letter of Introduction

Dear Friends,

On behalf of the Board of Trustees and entire Bluebonnet Trails Community Services Team, we are proud to present our **2022-2024 Strategic Plan Supporting Healthy and Fulfilled Lives**. This plan is the culmination of provocative discussions and thoughtful efforts with our family members, community partners and community stakeholders interested in developing and expanding access to healthcare in Central Texas. In response to the knowledge gained through these discussions and efforts, each year our Board of Trustees assesses and aligns the direction of Bluebonnet Trails Community Services.

During our Annual Board Retreat on June 25, 2021, the Board of Trustees and Executive Leadership Team for Bluebonnet Trails Community Services considered the relevance and resonance of our Vision, Mission, Values and expectations within the Strategic Plan. With the goal of intentionally advancing as a system of excellence, we define the strategies within this three-year plan and commence monitoring our progress. Through this strategic plan, we commit our efforts in service to Central Texans.

For more information about Bluebonnet Trails Community Services, visit www.bbtrails.org or join us on social media through Facebook, Twitter and Instagram. As ever, we thank you for your continued interest, engagement, debate and support allowing us to advance as a system of excellence toward achieving our vision of *healthy and fulfilled lives*.

Hartley Sappington
Chair, Board of Trustees

Andrea Richardson
Executive Director

In response to the Texas Health and Safety Code Chapter 533, Bluebonnet Trails Community Services was established on September 1, 1997 as a unit of local government. As a unit of local government, the eight volunteer members of the Board of Trustees are appointed by the Commissioners Courts of Bastrop, Burnet, Caldwell, Fayette, Gonzales, Guadalupe, Lee and Williamson Counties in service to Central Texans. We concentrate our efforts and funds in the delivery of early childhood intervention, developmental disability care, autism treatment, mental health services, substance use treatment and primary healthcare.

Through the Texas Health and Human Services Commission (HHSC), Bluebonnet Trails Community Services is designated as:

- The local mental health authority (LMHA) and local intellectual and developmental disability authority (LIDDA) in 8 counties including Bastrop, Burnet, Caldwell, Fayette, Gonzales, Guadalupe, Lee and Williamson Counties. For these Central Texas counties, HHSC has certified Bluebonnet Trails Community Services as a Certified Community Behavioral Health Clinic (CCBHC). Also for these counties, we are accredited through the National Committee for Quality Assurance (NCQA).
- The Outreach, Screening, Assessment and Referral (OSAR) entity for substance addiction services for 30 counties in HHSC Region 7 including Bastrop, Bell, Blanco, Bosque, Brazos, Burleson, Burnet, Caldwell, Coryell, Falls, Fayette, Freestone, Grimes, Hamilton, Hays, Hill, Lampasas, Lee, Leon, Limestone, Llano, Madison, McLennan, Milam, Mills, Robertson, San Saba, Travis, Washington and Williamson Counties.
- The Early Childhood Intervention (ECI) provider for 6 counties including Bastrop, Burnet, Caldwell, Fayette, Lee and Williamson Counties.
- The Autism Treatment provider for 10 counties including Bastrop, Burnet, Caldwell, Fayette, Gonzales, Guadalupe, Hays, Lee, Travis and Williamson Counties.

This Bluebonnet Trails Team is widely known for these extraordinary opportunities made available through HHSC, but these programs tell only a portion of our story. What is highlighted through our outcomes is the character of our Team Members and valued Partners as catalysts for change. Our goal is not to “fix” problems but to inspire and educate families in ways they may best sustain healthy lives in their home community. We choose to amplify our efforts beyond the successes of a single program offering an integrated system of care made stronger through strategic partners with like-minded missions in service to others.

During Fiscal Year 2021 – a year responding to the COVID-19 pandemic – Bluebonnet Trails Community Services provided care to 29,851 individuals funded through an annual budget over \$60 million. Bluebonnet Trails Community Services provides a comprehensive array of healthcare services at 32 locations in Central Texas. Anticipating continued growth in our communities surrounding Austin and San Antonio, services are offered to babies, children, adults and families recognizing and respecting needs based on age, language, gender, ethnicity, culture and ability to pay for the services. We focus our efforts on recruiting, deploying and growing the talents and expertise of over 547 employees to fill the gaps in health care needs for Central Texans.

Our Vision, Mission and Statement of Values

Driven by our Board of Trustees, and reviewed annually during the Board Retreat, the following captures the vision, mission and values held by Bluebonnet Trails Community Services.



Our Commitment

Highlighting our ability to demonstrate excellence in service delivery, Bluebonnet Trails Community Services was certified by the Texas Health and Human Services Commission as a Certified Community Behavioral Health Clinic (CCBHC) during 2017. During 2018 and 2021, the Center was awarded federal grant funding expanding the CCBHC model of care through the Substance Abuse and Mental Health Services Administration (SAMHSA). We have gained meaningful experience as a CCBHC and the studied processes for certification as a Rural Health Clinic (RHC) and accreditation through the National Committee for Quality Assurance (NCQA) and the Commission on Accreditation of Rehabilitation Facilities (CARF). As a result, we build upon our success through accreditation; legislative goals and education; and other funding opportunities supporting the valued principles of the certification. In achieving the distinction as a CCBHC, the Board of Trustees and Executive Management Team agreed upon a Preamble to the policies and procedures of the Center amplifying our commitment to progressive healthcare and exemplifying our Vision, Mission and Values of Bluebonnet Trails Community Services.

Preamble and Direction – Policies and Procedures Guiding the Accomplishment of Our Mission

This Bluebonnet Trails Community Services Team is focused on a common mission. To strengthen that focus through a common understanding of expectations and practices, we have developed a Preamble to our policies and procedures guiding our success. The following is the Preamble to the Bluebonnet Trails Community Services policies and procedures. Our policies and procedures provide direction and define the collective obligations of our system of care in attaining our mission.

Since 1997, Bluebonnet Trails Community Services has been serving Central Texans with a growing array of healthcare services. Our history establishes the foundation and is the building block upon which we construct our future in healthcare delivery. Bluebonnet Trails Community Services commits to a trauma-informed system of care sensitive to the cultural competencies respectfully engaging the persons we serve, our employees and our communities. In continually developing our policies and procedures, we integrate the lessons of our past with the reality of our present and the vision for the future. Our future is informed by the needs of our communities which drive the vision and mission embraced by our Board of Trustees—and brought to life by our Team members.

At Bluebonnet Trails Community Services, we are committed and willing to transform our operations to support the changing healthcare needs of the families and communities we serve. To meet our commitment, we strive to provide person-centered services, steeped in evidence-based practices that meet the client where they are. Within these policies and procedures, that commitment becomes action ensuring each member of this Team understands what is needed and expected as a valued, knowledgeable Team member.

Our policies and procedures are the first steps in our plan operationalizing our vision for an integrated and holistic approach to services. In doing so, we know we need to overcome these obstacles in our constantly changing healthcare environment:

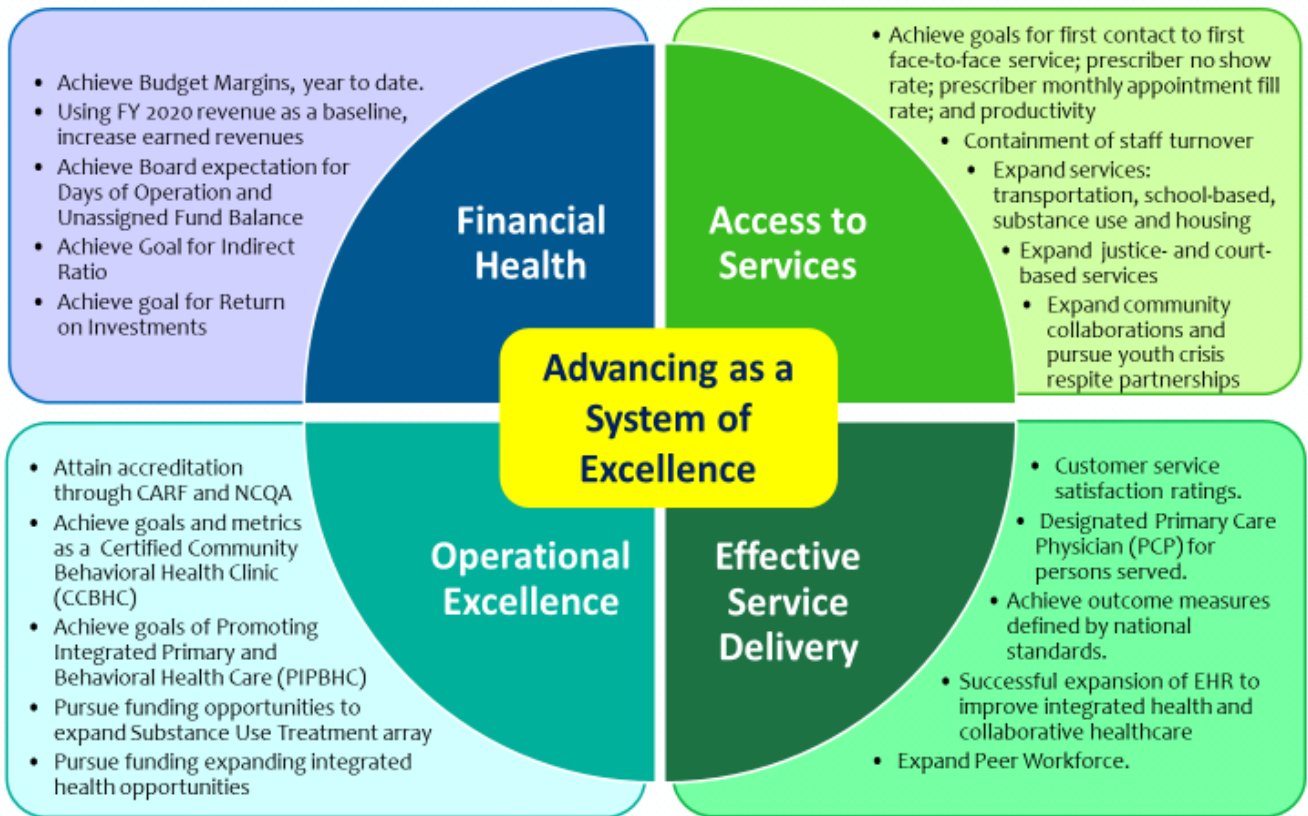
- Sometimes we do the right thing, but we do not capture the written process to share the knowledge.
- Sometimes what we have written down is outdated and no longer reflects our current operations.
- Sometimes our operations need to be changed, and new standards need to be documented.

If we do not overcome these obstacles, new Team members learn from verbal history; the persons we serve must simply trust that we know what we are doing; and outside observers reading our materials simply may not find what they need. In our commitment to operational excellence, we must be clear in our policies and procedures explaining why we do things and how we do things. It must be clear to every member of our staff, every person we serve, and anyone in the community who has an interest in our work.

It is within these parameters that Bluebonnet Trails Community Services develops our policies and procedures; annually reviews and intentionally updates the policies and procedures; and fulfills the expectations of our policies and procedures.

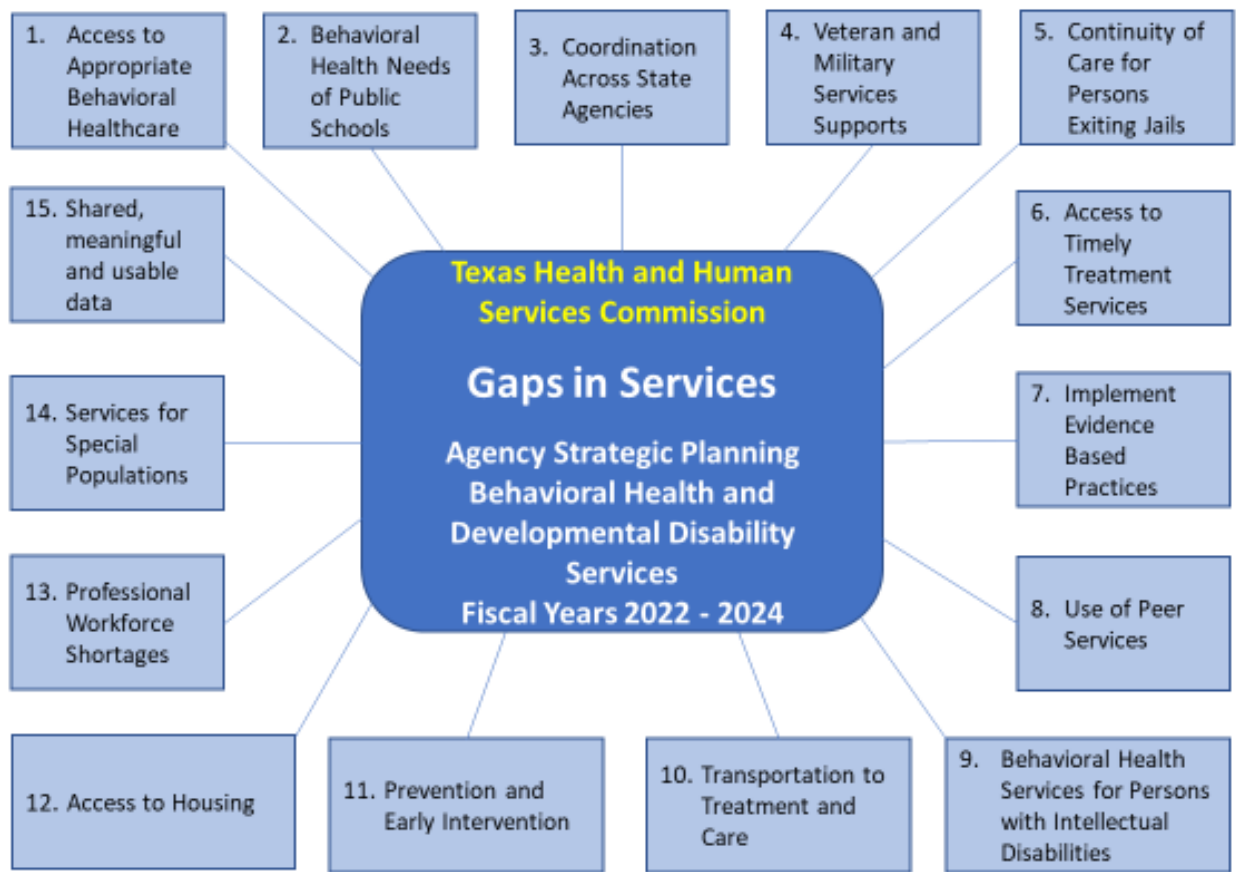
The Bluebonnet Trails Community Services Strategic Plan Supporting Healthy and Fulfilled Lives communicates clear expectations for the Center operation during FYs 2022 through 2024. Each year during the Annual Board Retreat, progress toward the achieving our mission and strategies is reviewed monitoring our accomplishments, challenges and identified gaps in local healthcare services. As a result, this strategic plan is updated annually based on the identified healthcare needs within our communities and our resources available or necessary to fill the gaps in healthcare. The ultimate goal of this strategic plan is to empower and engage persons choosing to commit to recovery, learning, personal growth and healthy living through an accessible and integrated system of care offered through Bluebonnet Trails Community Services.

The following table represents our four strategies demonstrating progress advancing as a system of excellence. The four strategies and associated metrics guide our progress. Our progress is reported to our Board of Trustees and staff on a monthly basis to ensure alignment of effort by an informed Team.



Strategies, Targets and Crosswalk to Texas Health and Human Services Commission Strategic Plan

Within the Texas Health and Human Services Commission strategic planning process, the agency identified fifteen critical gaps within statewide services. Throughout our communities, community members and stakeholders respond to surveys conducted by the Texas Health and Human Services Commission alongside local community needs assessments conducted by health districts, local hospital systems and regional healthcare partnerships. To that end, a comprehensive list of gaps in services is articulated for consideration within this strategic plan. The following graphic from the Texas Health and Human Services Commission Strategic Plans for Fiscal Years 2019-2023 guides our strategies for this same time frame.



As the identified gaps mirror those in our communities, Bluebonnet Trails Community Services intentionally aligns our strategies with the gaps within the statewide system of care, fostering a collaborative and progressive response to identified needs. To that end, the following table offers the intersection of our FY 2022-2024 strategies with the statewide gaps in healthcare services through the Texas Health and Human Services Commission.

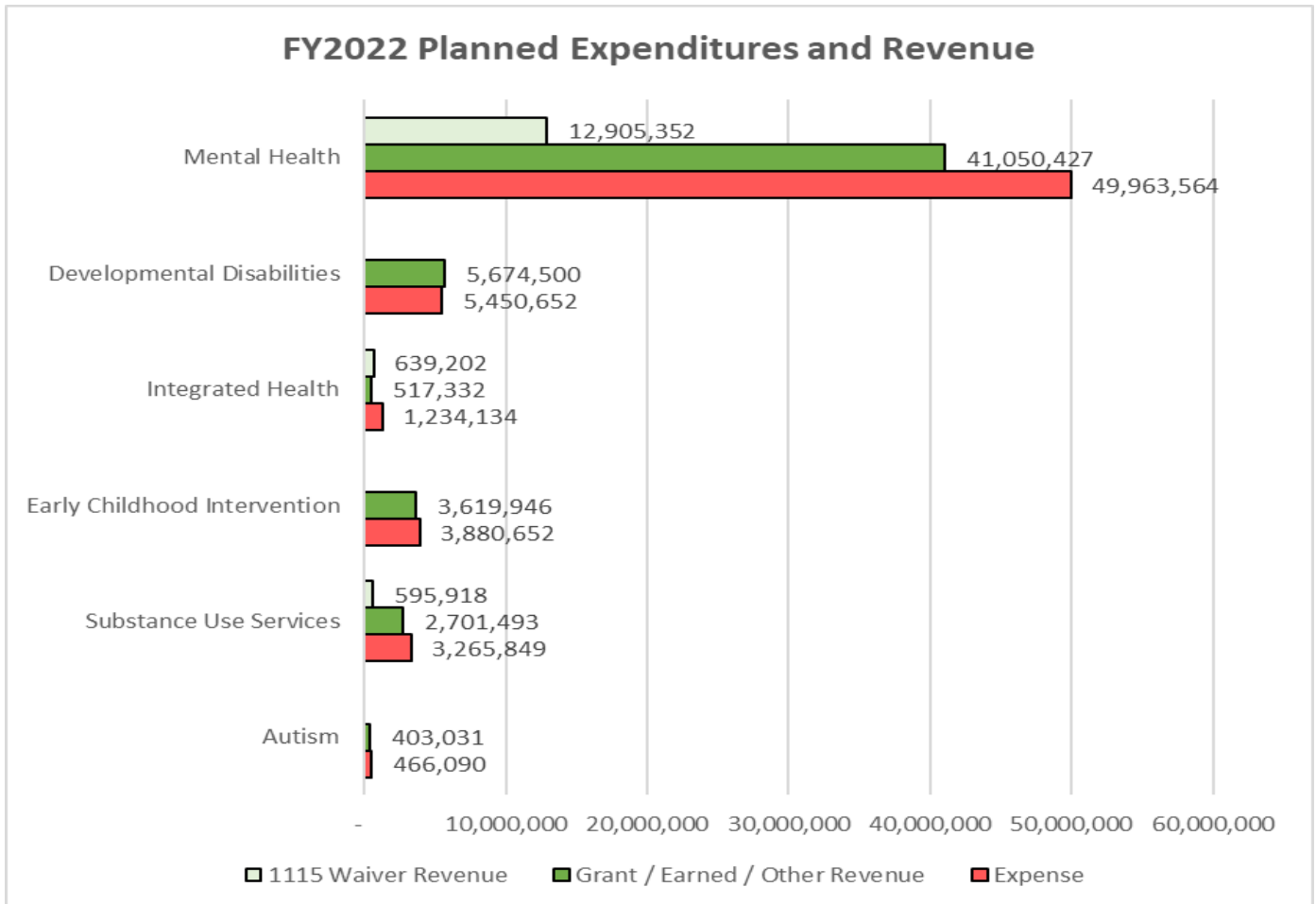
Vision	Healthy and Fulfilled Lives																	
Mission	Continuously shaping and investing in a system of care valued by our communities, designed to improve the health and independence of the persons we serve.																	
Measuring our success toward advancing as a system of excellence																		
Domain	Measuring Progress and Success	Target	Target Range	HHSC Gap in Services														
				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1. Financial Health	1.1. Budget Margins, year to date.	100%	At least 100%, as adjusted by Board of Trustees	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
	1.2. Using FY 2021 revenue as a baseline, increase earned revenues.	> \$9,430,329 for FY 2022	Based on FY 2021 revenue increase needed to balance - excluding 1115 revenues	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
	1.3. Days of operation in Cash and Investments.	90 Days	90 days of reserves target set by the Board	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
	1.4. Indirect Costs.	< 11.25% Improve upon FY 2020 admin overhead percentage	Target based on state community Center averages; also known as administrative overhead costs	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
2. Access to Services	2.1. Percent of individuals who receive their initial intake within 10 business days of initial contact.	>65%	All Service Lines aligned with CCBHC expectations – from first phone call to first contact	X	X		X	X	X	X	X	X	X	X	X		X	X
	2.2. No Show Rate.	< 25%	Average monthly no-show rate for clinical staff	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	2.3. Achieve defined productivity measurement for each service line measured by staff meeting or exceeding defined productivity expectations.	> 50% YTD Generally representing at least 50% of all time during a workday is in direct service to individuals receiving services	100% - Cumulative Year-to-Date measure of staff meeting or exceeding expectations	X	X		X	X	X	X	X	X	X	X	X	X	X	X
	2.4. Contain Staff Turnover Ratio.	< 20%	Turnover rate, annualized	X	X		X	X	X	X	X	X	X	X	X	X	X	X

2.5. Expand Transportation Services.	Increase access to transport services over FY 2021 baseline for persons accessing all services over	Combined number of rides and vouchers purchased	X	X		X	X	X	X	X	X	X	X	X	X	X	X
2.6. Expand School-Based Services.	100% of the children referred will be seen within 5 days of receipt of the referral	Ensuring timely access to services for children through the TCHATT referrals process with Dell Med	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
2.7. Expand Array of Substance Use Services.	> or = to 2 New MOUs with ISDs expanding Medication Assisted Treatment (MAT) and outreach to adolescent	Expand MAT to persons in all BTCS counties through a partnership with TAMU and exceed SUD/OSAR youth service targets through at least two new MOUs with independent school districts	X	X		X	X	X	X	X	X	X	X	X	X	X	X
2.8. Expand Housing Opportunities.	Serve at least 15 persons through two State Hospital Step-Down Programs with Supporting Housing supports	State Hospital Step-Down pilot programs under contract with HHSC to serve a minimum of 15 persons during FY 2022				X	X	X		X	X	X		X	X		X
2.9. Expand Justice-and Court-Based Services.	Implement Outpatient Competency Restoration (OCR) in 2 counties	Expansion over FY 2021 contracts including OCR, Forensic Care Coordination for Jail and Court-Based Services	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
2.10 Expansion of Community Collaborations.	Add a crisis triage center in Williamson County	Establish law enforcement drop-off center in partnership with Williamson County	X	X		X	X	X	X	X	X	X	X	X	X	X	X
	Enter into at least 2 new private psychiatric	Add at least two new Private Psychiatric Bed	X	X		X	X	X	X	X	X	X	X	X	X	X	X

		bed contracts	(PPB) contracts expanding options for persons experiencing crises and community partners																
	2.11. Consider partnerships for development of Residential/ Respite Options for Youths.	Add at least 1 resource addressing needs between outpatient and inpatient care for Youths	Contract with partner(s) adding resource for Youths between the ages of 5 to 18 years	X	X	X	X			X	X	X	X					X	X
3. Effective Service Delivery	3.1. Customer service satisfaction scores using center wide tools.	> 85%	Compiled scores across all satisfaction surveys	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
	3.2. Percentage of persons served with a designated Primary Care Physician (PCP).	> 85%	Customer Service Reps (CSRs), Case Managers, Care Coordinators and Service Coordinators will ensure individuals served who have a PCP designated in their medical record	X	X		X	X	X	X	X	X	X	X	X	X	X	X	
	3.3. Achieve outcome of measures reported through 1115 DSRIP and DPP-BHS.	100%	Performance rate above targets for all measures.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	3.4. Successful expansion of electronic health record.	100%	Addition of Integrated Health module in SmartCare	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	3.5. Expansion of Peer Workforce.	Add Peer services to at least one (1) program without access	Develop Peer Professionals (Peer Specialists and/or Family Partners) working with MH Youth, SUD and IDD programs	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
4. Operational Excellence	4.1. CARF Accreditation.	Achieve accreditation by January 31, 2022	Accreditation recognized by CARF by end of January 2022	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

	4.2. NCQA - LTSS Accreditation.	Maintain NCQA accreditation	Accredited for long-term support services	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
	4.3. Achieve SAMHSA Grant Expectations.	100%	Achieve all SAMHSA grant reporting expectations for CCBHC-E, CMHC and MAT awards																
	4.4. Pursue state and federal funding sustaining and expanding Integrated Health Care	1 or more new grant awards	Successful application for at least 1 new state or federal grant opportunity	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

Considering the anticipated cost of the resources to successfully deploy our strategies, Bluebonnet Trails Community Services budget for Fiscal Year 2022 is \$68,107,201 representing a positive balance in excess of \$3M. Realized revenues over expenses at the end of Fiscal Year 2022 will be invested in our reserve fund balance; in recognition of our employees; and in maintaining the quality of our infrastructure.



This budget was created calculating the average revenues and expenses during the previous service year impacted by the COVID-19 pandemic. As a result, the FY 2022 budget is reflective of the productivity experienced during the pandemic as well as the flexibilities for virtual services allowable during the pandemic and continuing through legislation signed into law during the 87th Texas Legislative Session. This plan does not yet include anticipated legislated and potential grant award funding for FY 2022.

The budget is approved by the Board of Trustees and will continue to be assessed on a quarterly basis for consideration of adjustments based on experience.

Envisioning *healthy* and *fulfilled lives*.



www.bbtrails.org

Administration: 1009 North Georgetown Street | Round Rock, Texas 78664

24-Hour Crisis Line: 800-841-1255

For Appointments or Questions about our Services: 844-309-6385