



Guiding our Efforts

2024
through
2026

Strategic Plan Supporting Healthy and Fulfilled Lives

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Letter of Introduction

Dear Friends,

On behalf of the Board of Trustees and the entire Bluebonnet Trails Community Services Team, we are proud to present our **2024-2026 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 July 21, 2023, 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*.

Roxanne Nelson
Chair, Board of Trustees

Andrea Richardson
Chief Executive Officer

About Us

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 reaches Texans in 32 counties and 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 serving babies and toddlers and their families in 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 contracted 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 2023, Bluebonnet Trails Community Services provided care to over 38,000 individuals funded through an annual budget of over \$78 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 the metropolitan areas of 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 601 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 interconnectedness of the vision, mission and values held by Bluebonnet Trails Community Services serving as the guideposts for our strategic planning efforts.



Our Commitment

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 cultural competencies respectfully engaging the persons we serve, our employees and our communities. As we intentionally grow, 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.

Effective leadership guides the achievement of our mission. Through talented collaborators, advisers and supporters, Bluebonnet Trails Community Services has a deep and evolving understanding of the issues of the day resulting in innovative problem-solving and transformational strategic planning. We are guided by the following principles dedicated to leadership-building and succession planning carrying forward the vision of this center:

- Our organizational functions align to optimize our mission and the experience of the persons we serve.
- Our organizational design promotes person-centered care, cross-agency collaboration and stewardship.
- Resources are identified from efficiencies of operations and are redeployed to enhance care or expand capacity.
- The organizational design supports no wrong door access.

- Program and leadership roles and accountability should be easily identifiable by all, including the public.
- We prioritize advancing team members into leadership roles when strengths are demonstrated and opportunities are identified, building a strong succession plan.
- The agency's leadership structure is intentionally organized to support effective oversight of talent and accomplishment of the vision and mission of the center.

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 with the voice of the individual and family receiving services in our planning efforts. Within our 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.

In our commitment to operational excellence, we must be clear in our strategic plan, policies and procedures explaining why we do things; how we do things; and the reason it matters. 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.

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 actively pursue opportunities bolstering our system of care. 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).

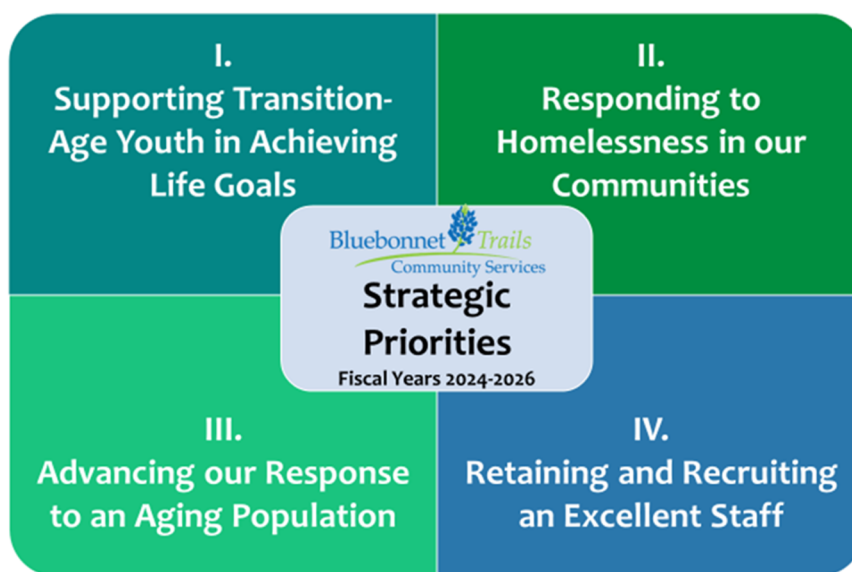
Additionally, we have gained meaningful experience as a CCBHC; through studied processes for certification as a Rural Health Clinic (RHC); and through successful accreditation by the National Committee for Quality Assurance (NCQA) and the Commission on Accreditation of Rehabilitation Facilities (CARF). As a result, we build upon our success across all programs through accreditation; community partner expansion; legislative goals and education; and other funding opportunities supporting the valued principles of the certification.

Strategic Plan Overview – Strategic Priorities and Domains

The Bluebonnet Trails Community Services Strategic Plan supporting our vision for *healthy and fulfilled lives* communicates clear expectations for the Center operation during fiscal years 2024

through 2026. Each year during the Annual Board Retreat, progress toward 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.

As directed by the Board of Trustees, Bluebonnet Trails Community Services will accomplish progress toward the following Strategic Priorities.



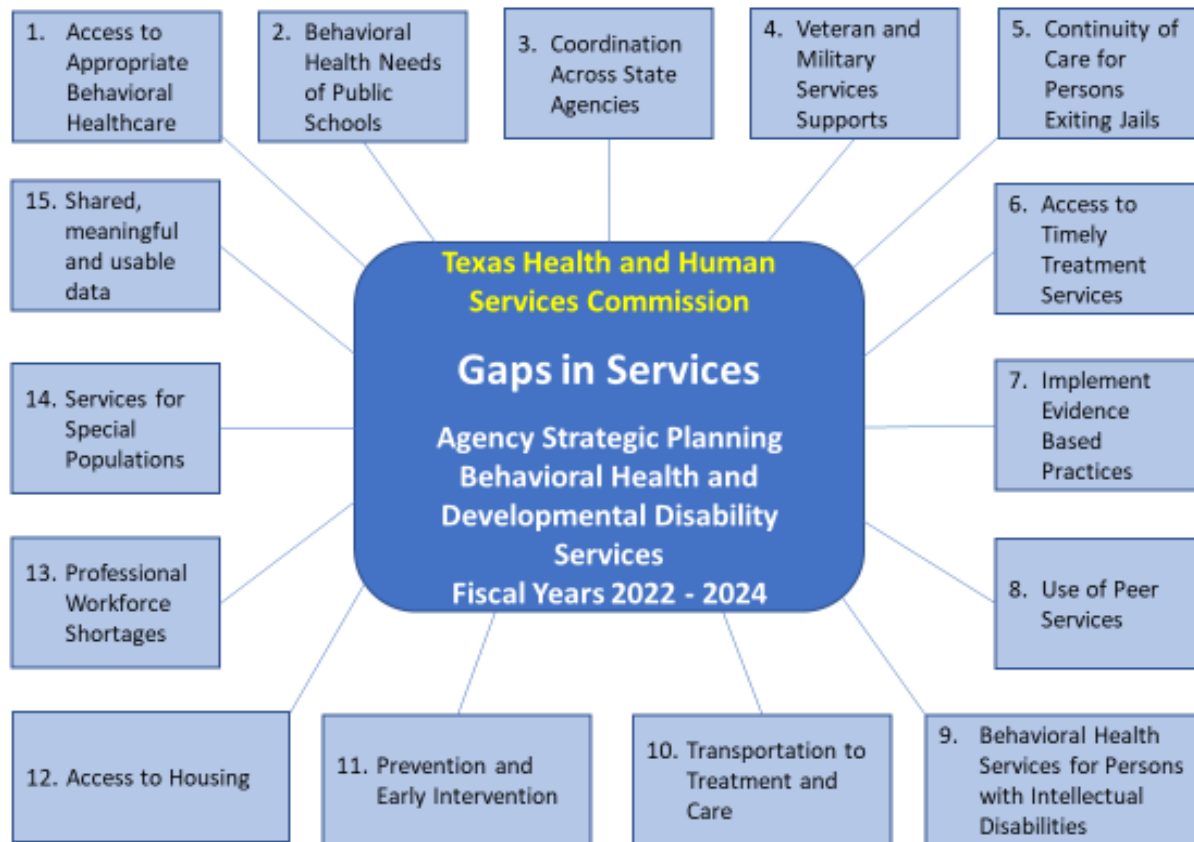
Reviewing progress toward measurable success of the strategic priorities is considered through the lens of four strategic domains. Our progress is continually reviewed and reported to our Board of Trustees and staff during each Board meeting as well as during quarterly staff meetings to ensure alignment of effort by an informed Team.

Strategic Planning: Domains and Oversight



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.



Strategic Planning Progress and Measurement

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 strategies with the statewide gaps in healthcare services through the Texas Health and Human Services Commission.

Strategic Metrics																				
Our Vision:		Healthy and Fulfilled Lives																		
Our Mission:		Continuously improve the health and independence of the persons we serve																		
Strategy	Target Measuring Progress	Domains				HHSC Gap in Services														
		A	E	O	F	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
I. Supporting Transition-Age Youth in Achieving Life Goals																				
A	Intentional Treatment Planning: 1) Developing early adulthood goals, relationships, education plans, social skills and benefits plans 2) Develop goals for identified age groups 3) Add prompts in SmartCare for additions, updates and progress toward planning	100% of active youths have person-/family-centered treatment plan including newly developed indicators (indicators defined by identified age group)																		
			X	X	X		X	X				X	X		X		X		X	X
B	Prevention Strategies for Youth Demonstrate Referral to Best Setting 1) Identify existing outcome measures within all automated assessments 2) Report progress of youths using the identified outcome measures – informing directors and presenting progress during UM Committee	Accomplish each strategy demonstrating improvement over FY 2023 baseline for avoidance of substance use; improved strengths; and decreased needs over time.																		
				X	X		X					X				X			X	X
C	Intentional Transition Panning by Age Group at Key Intervals: 1) Create templates in SmartCare 2) Train staff to use templates 3) Report progress of youths using the identified outcome measures - informing directors and presenting progress during UM Committee	Accomplish each strategy during FY 2023																		
			X	X	X		X					X	X	X	X		X		X	X

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II. Responding to Homelessness in our Communities																					
A	Addressing Homelessness through Community Partnerships Building upon Williamson County ARPA investment: 1) Expand southeast Austin Community First! Village 2) Mobile Loaves and Fishes 3) Family Eldercare	Expanded arrangements improve over FY 2023 baseline: • Addressing emergency • Sustained housing • Accessing transportation • Sustained employment • Housing options accepting persons with felonies	X	X	X	X					X	X	X	X		X		X		X	X
B	Partnership with Integral Care and Center for Health Care Services: 1) Create template to track current leaders in key areas and connecting leaders 2) Identify how we may partner on solutions to homelessness by replicating successes in our communities 3) Determine how we may coordinate care across county lines	Improved coordination and collaborative system planning over FY 2023 baseline	X	X	X	X	X					X	X		X			X		X	X
C	Define a Continuum of Community Strategies Addressing Homelessness: 1) Invest time with Employers for on the-job training and apprenticeships 2) Use BTCS social media to ask employers seeking to place people – and celebrating the employer 3) Include BTCS as an employer	Implement a system-wide Social Determinants of Health (SDoH) screening tool to establish a baseline in FY 2024 for housing stability and employment	X	X	X	X	X				X		X		X	X			X	X	X

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		A	E	O	F	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	
III. Advancing our Response to an Aging Population																					
A	Access to Group Socialization/Activities in Communities: 1) Addressing need in east Williamson County through libraries and/or BTCS Taylor Conference Room 2) Partner with local experts to broaden partner’s ability to expand outreach 3) Expand upon PASRR connections 4) Assess Nursing Facility Needs considering how BTCS may fulfill needs	Accomplish each strategy during FY 2024																			
			X	X	X		X						X		X	X				X	X
B	Support step-down from intensive levels of care: 1) Establish/partner with specialty organizations and facilities addressing specific needs with pathway to community 2) Establish mobile outreach 3) Establish mobile Rural Health Clinic 4) Partner with St. David’s Foundation dental van, TAM-HSC medical van and other innovative practices addressing access to health care	Accomplish at least 2 strategies during FY 2024																			
			X	X	X	X	X						X			X	X			X	

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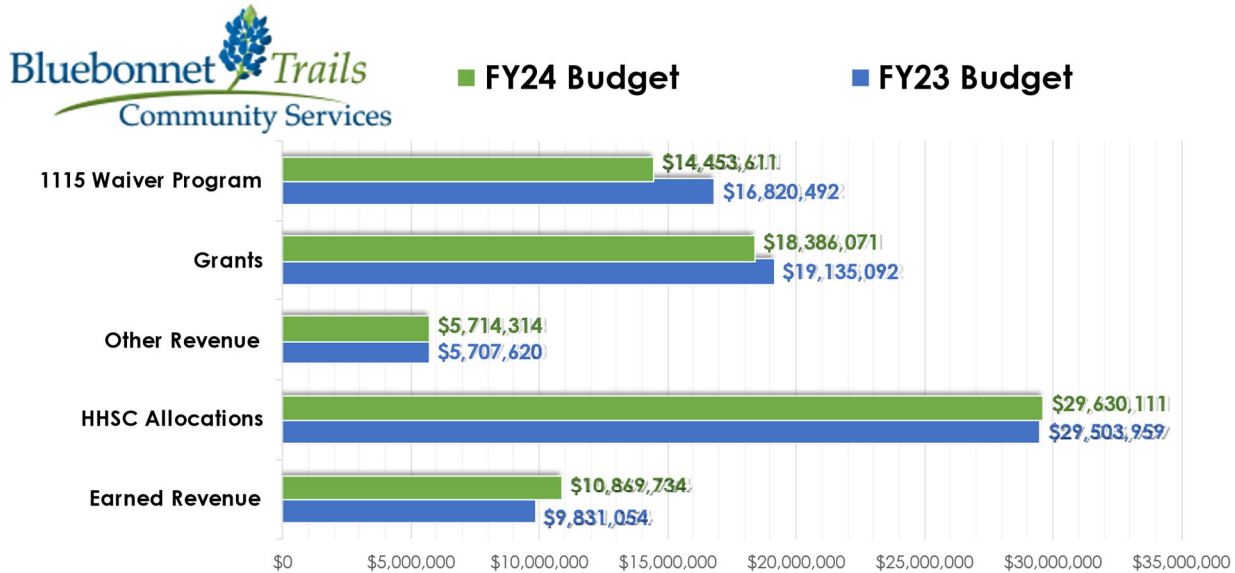
IV. Retaining and Recruiting an Excellent Staff

A	<p>Purpose-Driven Employment and Investment in Staff:</p> <p>1) Revise annual employee assessments to encourage and identify talents</p> <p>2) Identify opportunities for employee advancement, investment and awards:</p> <ul style="list-style-type: none">- BTCS University - Education- Identify staff talents meeting needs beyond job description <p>3) Expand flexibilities with BTCS (schedules, ramp-up extensions, BTCS University and graduation, etc.)</p> <p>4) Seek from directors what they want to achieve for their program(s)</p>	<p>Accomplish at least 2 of the 4 strategies during FY 2024</p>																				
			X	X	X	X	X						X		X					X		

E	Develop Performance Recognition Plan 1) Implement plan based upon achievement of identified goals 2) Tie plan to productivity achievement 3) Plan for monthly recognitions 4) Define parameters beginning with hard-to-fill positions (including, but not limited to Case Managers and Services Coordinators) 5) Measurement used for determining achievement must be fully automated for objectivity	Develop Performance Recognition Plan by Q2 FY 2024; and Assess BTCS capacity to fund awards in Q3 and Q4 FY 2024																		
			X	X		X	X					X							X	

Planned Expenditures and Revenues – Fiscal Year 2024

Considering the anticipated cost of the resources to successfully deploy our strategies, the Board of Trustees approved the Fiscal Year 2024 budget plan totaling \$78,662,828. The initial budget plan was discussed and approved by the Board during the Annual Board Retreat conducted on July 21, 2023, and represents a positive balance of planned revenues over expenses in excess of \$580,666. The following is a comparison of the initial FY 2024 budgeted revenues approved by the Board of Trustees on July 21, 2023 with the final FY 2023 budgeted revenues



FY23 Budget vs FY24 Budgeted Revenue Sources

This FY 2024 budget plan was created calculating the average expenses and revenues during the previous service year, and conservatively calculating and projecting revenues through the federal 1115 Waiver Directed Payment Program for Behavioral Health Services (DPP-BHS) and Public Health Provider – Charity Care Pool (PHO-CCP). The FY 2024 revenue budget is reflective of the productivity experienced during the previous fiscal year. Although not included in the initial budget approved by the Board, the FY 2024 budget plan will be influenced by successful applications made through statewide competitive grant programs legislated and funded during the 88th Texas Legislative Session (Regular Session 2023).

Realized revenues over expenses at the end of Fiscal Year 2024 will be invested in our reserve fund balance (40% of total); in recognition of our employees (40% of total); and in maintaining the quality of our infrastructure (20% of total). The budget plan is reviewed quarterly and continually assessed by the Board of Trustees for consideration of adjustments based on experience.

Envisioning *healthy* and *fulfilled lives*.



www.bbtrails.org

24-Hour Crisis Line: 800-841-1255

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