Local Provider Network Development Plan

FY 2025

Texas Health and Human Services Commission

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I. INTRODUCTION

Metrocare's Intellectual and Developmental Disabilities (IDD) Local Service Area Plan is to define a plan that communicates the mission, values, and goals throughout the organization. The Plan describes the Center's IDD programs and services while providing a systematic, organization-wide approach to designing, measuring, assessing, and improving the treatment, outcomes, and service supports to individuals in services. The Plan is designed to be responsive to individual and community needs.

The Local Planning Process is outlined in the Plan in conjunction with the data that was received through the information gathering that occurred this past year.

The plan identifies and addresses the local needs and priorities for persons with IDD in the Dallas County. It reflects the participation of service recipients, families, advocates, and stakeholders in the Local Service Area.

The Provider Network Plan provides the framework for the development of our network of providers. The process is included in the Plan.

Finally, the Quality Management Plan is to ensure Metrocare Services will provide oversight and deliver quality services and take effective action when improvement is indicated.

The Plan is a continuous work that is updated as changes occur, and service needs are identified.

II. MISSION, VALUES, OBJECTIVE AND STRATEGY

Mission:

To serve our neighbors with developmental or mental health challenges by helping them find lives that are meaningful and satisfying.

Values:

- Integrity: We are accountable to those we serve, and to those from whom we receive support**.**
- Quality: We pursue quality of life for those we serve, and therefore require quality services from our staff.
- Diversity: We seek a diverse and inclusive workplace in which to fulfill our mission.
- Perseverance: As advocates, when we lose, we don't give up; and when we win, we raise the bar.

Objective:

To achieve the highest standards of care by increasing access to services, improving quality, reducing costs and providing options along an integrated continuum of services; by offering a coordinated network of providers, systems, processes, assets, and solutions, both internal and external, to effectively deliver value to the individual at the lowest cost.

Strategy:

To establish 1) a Local Intellectual and Developmental Disability Authority structure that plans, develops policy, coordinates services, allocates and develops resources within the designated area; 2) a person centered focus, which provides effective access and availability to IDD services and meets the individual's requirements for accessibility, quality, choice and cost effectiveness; 3) a variety of services and

supports structured to meet the needs of the individual and families; and 4) a seamless mechanism for delivering and managing services for each person in the service system.

III. LOCAL PLANNING PROCESS

The planning process for individuals with Intellectual and Developmental Disabilities begins with the needs of the people in services and the realities of funding resources. The Center gathers information from service recipients, families, advocacy groups, and the community at large to assist in the planning process.

Once this information is gathered and analyzed, it is presented to the Planning/Network Advisory Committee (PNAC) for final prioritization. The PNAC meets on a quarterly basis. Once this is completed the information is presented to the Metrocare Board of Trustees for final review.

The Board receives reports from the Executive Team regarding the recommendations for service delivery, program improvements, expenditures, and budgets. All board meetings present an opportunity for public comment.

Prior to the development of the annual budget, management identifies program needs, necessary changes, and contract requirements necessary to sustain services.

Metrocare's Local Plan review is ongoing, and part of the activities use to review compliance with contract requirements.

The PNAC meets quarterly for updates regarding implementation of identified needs. The PNAC Chairperson provides a quarterly update to the Board regarding issues and/or concerns.

IV. LOCAL AUTHORITY AND SERVICE COMPONENTS

Metrocare Services, formerly Dallas County Mental Health and Mental Retardation Center is a public, non-profit organization. The Center was established in 1965 by the Community MHMR Center Act of the 1965 legislation to provide comprehensive mental health and mental retardation services to the citizens of Dallas County. A nine-person board of trustees appointed by the Dallas County Commissioners Court governs the Center. The board has financial and policy responsibilities through the Center's Chief Executive Officer, whom the board hires.

The Texas Health and Human Services Commission (HHSC), the state oversight entity, contracts with the Center to function as the Local Intellectual and Developmental Disabilities Authority (LIDDA) for residents of Dallas County. The Center also contracts with private providers for developmental disability services as well as being a provider of services. The Chief Authority Officer provides oversight for the Local Authority Services and there is an identified director for the Developmental Disability Provider (DDP) Services Division.

Services available to residents of Dallas County include:

- Eligibility and Determination
- Service Planning and Coordination
- Behavioral Support
- Community Support
- Crisis Intervention Services
- Crisis Respite
- Day Habilitation
- Employment Assistance
- Nursing
- PASRR Specialized Services
- Respite
- Specialized Therapies
- Supported Employment
- Vocational Training
- Specialized Therapies
- Supported Employment

In 2011, Texas received federal approval for its 1115 Healthcare Transformation Waiver. The waiver presented an opportunity for Metrocare to use the Delivery System Reform Incentive Payments (DSRIP) as a means of expanding its behavior

support services. DSRIP Pool Payments were incentive payments to hospitals and other providers that developed programs or strategies to enhance access to health care, increase the quality of care, the cost-effectiveness of care provided, and the health of the patients and families served.

As a result, Metrocare utilized DSRIP funding for programming the Center for Children with Autism (CCAM). When the Centers for Medicare and Medicaid Services (CMS) renewed the Waiver in December 2017, it authorized DSRIP through September 30, 2021, with a Waiver end date of September 2022. Metrocare has been able to continue to provide programing for CCAM through fee for service and general revenue funding.

Metrocare Services provides developmental disability services to individuals who reside in Dallas County and meet one of the following:

1. Have a diagnosis of an intellectual disability, which is based on:
    - Measure of the person's IQ
    - A determination of the person's adaptive behavior level (ABL); and
    - Evidence of the disability that originated before the person's 18th birthday.

2. Have a diagnosis of autism spectrum disorder.

3. Be a nursing facility resident who is eligible for specialized services for intellectual disability or a related condition.

4. Be eligible for early childhood intervention services.

Eligibility Determination

The Eligibility Determination Unit (EDU) serves as the central intake for intellectual and developmental disability services. This is the entry point for services for all residents with a developmental disability, autism, or other pervasive developmental disorders of Dallas County. Intake Specialists are available to process calls Monday through Friday from 8:00am to 5:00pm.

The unit provides the following services: processes intake requests, determines eligibility for services and initiates referrals to the Service Planning and Coordination Unit.

Service Planning and Coordination

Service Planning is accessed through a referral from the Eligibility Determination Unit (EDU). A person seeking service planning must first have been determined eligible to receive services. Once a Service Coordinator is assigned, a comprehensive self-assessment is conducted, and a service plan is developed. The service philosophy uses Person Centered Planning and empowers the individual to achieve life goals.

It is also here that an individual takes the service plan just developed and begins working with the Service Coordinator to achieve identified outcomes and eventually life goals. This service is accessible upon completion of an eligibility determination by EDU.

Behavioral Treatment Services

Behavioral Treatment Services (BTS) are designed to provide support to people over the age of three who have an intellectual disability and mental illness or severe behavioral challenges, so they may successfully live and work in the community.

Evaluation Services – All new referrals receive evaluation services to identify primary areas of need. Further assessment is available when a need exists such as a significant change in behavior or functioning capacity.

Crisis Services – A clinical staff member is available for consultation 24 hours per day, seven days per week.

Outpatient Services – Clinic visits with the service recipient's team members and psychiatrist are available for psychiatric evaluation and psychoactive medication monitoring.

Behavior Support – Specialized interventions by professional with required credentials to assist an individual to increase adaptive behaviors and to replace or modify maladaptive behavior that prevent or interfere with the individual's inclusion in home and family life.

The goals of BTS are:

- To promote individuals and their families to stay together in order to maintain the family unit,

- Minimization of placement loss and number of re-hospitalizations,
- Assistance to school districts and other areas of Metrocare, and
- Efficient and quality clinical services to a difficult to serve population.

Center for Children with Autism

The Center for Children with Autism serves children ages 2 to 12 with a diagnosis of autism spectrum disorder. Curriculum includes communication, behavior management and socialization based on Applied Behavior Analysis (ABA).

Crisis Services

Supports for individuals who present an immediate danger to self or other; or is at risk of serious deterioration either mentally or physically.

- Crisis Intervention Specialist: collaborates with LIDDA staff and Transition Support Team members to identify individuals at risk of requiring crisis services.
- Crisis Respite
    - ❖ Out-of-Home: Therapeutic support provided in a safe environment with staff on-site providing 24-hour supervision to an individual who is demonstrating a crisis that cannot be stabilized in a less intensive setting.
    - ❖ In-Home: Therapeutic support provided to an individual, who is demonstrating a crisis, in the individual's home when it is deemed clinically appropriate for the individual to remain in his/her natural environment, and it is anticipated the crisis can be stabilized within a 72-hour period.

Early Childhood Intervention Services

This program provides Early Childhood Intervention (ECI), a state and federally funded program through the Individuals with Disabilities Education Act. ECI supports families to help their children reach their potential through developmental services. Core services include an array of direct treatment to the child, family support services, and linking services. Eligible service recipients are children under the age of three with a developmental delay, a physical or mental condition that will probably result in a

delay, and those children whose developmental is "atypical". Services are provided in the child's natural environment (where the child lives, grows, and plays).

Home and Community-based Services (HCS) Program

The HCS program provides services to people with IDD who live with their family, in their own home, in a host home/companion care setting, or in a residence with no more than four people who also receive services. Services are designed to help individuals live and participate in community life.

Intensive Services

Intensive Services are available for immediate response to crisis situations within the community. The service is designed to assess and stabilize the immediate situation and then provide follow-up services.

The goals are:

- Decrease potential readmissions to psychiatric facilities.
- Provide intensive behavioral services to increase individual, family, and community safety.
- Stabilize the individual within the home and community setting.

Texas Home Living (TxHmL) Program

The Texas Home Living Program provides essential services and supports so that people with IDD can continue to live with their families or in their own homes. TxHmL services supplement but do not replace services and supports from other community organizations or from natural supports such as family and neighbors.

Respite and Community Support

Respite is planned or emergency short-term relief services provided to the individual's unpaid caregiver when the caregiver is temporarily unavailable to provide supports due to non-routine circumstances.

Community Support provides individualized activities that are consistent with the individual's plan of services and supports and provided at the individuals home and at community locations. The service provides habilitation or support activities that foster improvements of or facilitate an individual's ability to perform functional living skills and other daily living skills.

Vocational and Supported Employment

Day training services are available to adults (age 18 and older) with IDD who desire to work. Settings used include industrial enclaves, a work crew, and sheltered workshops.

Community Inclusion Services provides individuals with experiences in social, civic, leisure and recreational settings. Individuals participate in a wide variety of activities designed to identify and strengthen personal interests and ultimately integrate these into their daily lives.

Employment Services develop career opportunities in the competitive work force for people with disabilities by focusing on the choices of the individual. Preferences in the areas of interest, goals, abilities, and skills are matched with an employer's needs. Job coaching and support services are also provided.

Contracted Services

Metrocare contracts with a number of private providers in the community for various services. These services include:

- Respite
- Community Support
- Day Habilitation
- Supported Employment
- Vocational
- Specialized Therapies (physical, occupational & speech therapy)
- Dietary Services
- Audiological Services
- Nursing, dental and other medical services
- Behavioral services

V. RESOURCE DEVELOPMENT AND ALLOCATION

Metrocare's Intellectual and Developmental Disability Services implemented a Fee for Service Model for internal and external providers. The model has a utilization process similar to other managed care models. Funding for Metrocare's Developmental Disability Services comes from the State's General Revenue Fund and Medicaid earned revenue. The county provides limited funding for Behavior Psychiatric Services, supported home living and day care services. Funding for "discretionary" spending for implementing new programs or enhancing current services is limited as general revenue dollars and Medicaid rates provide the funding stream.

The Fee for Service Model has allowed the Center to provide services to individuals on the Home and Community Based Services Interest List who otherwise would not receive any services. This model has increased the number of individuals receiving services substantially from previous years.

VI. COMMUNITY NEEDS AND PRIORITIES

Metrocare has used a variety of methods to gather community input from its service recipients, families, and stakeholders. Needs and Priorities are identified below.

Community Needs and Priorities	Local Authority Service Priorities
1. Behavior Support	Same
2. Service Coordination (Case Management)	
3. Respite	
4. Recreational/Social	
5. Other therapies (OT/PT/Speech)	
6. Day Programs-Adult	
7. Psychology/Counseling	
8. In Home Training or Support	
9. Medical/Dental	
10. Supported Employment	

VII. PROVIDER NETWORK

Metrocare Services endeavors to fulfill its mission to provide a network of professional and paraprofessionals to support, treat, and assist people who live with the challenges of mental illness and intellectual and developmental disabilities.

For over 50 years Metrocare Services has provided services for individuals with Intellectual and Developmental Disabilities. Currently Metrocare provides services over strategically located and accessible sites. The Center is committed to providing quality services and supports at the most reasonable cost possible. Service access is simple, and consistently meets or exceeds the expectations of the people we serve and their families. Our employees are highly skilled and proficient in the most current diagnostic, treatment, and support technologies, and are energized by the work environment.

The development of a network essentially means that we bring together a number of providers that offer the various services needed by the consumers in our community and keep them coordinated and interconnected.

For guiding principles for the network development are:

- Development of network
- Evaluate for Best Value
- Prioritize services to be obtained
- Use objective mechanisms and criteria
- Regularly evaluate the network and the providers
- Provide access, choice, and quality of services for best value
- Objectivity and the avoidance of conflict of interest
- Identification of service needs and criteria for selection service provision
- Maintain performance expectations of network providers'
- Monitor/evaluate services of the network providers.

NETWORK DEVELOPMENT

A network is an interwoven, interrelated system, resembling a web that consists of many parts that interconnect. Developing a network of intellectual and developmental disability services essentially means that we coordinate the connecting of a number of service agencies that will provide supports and services needed by the individuals of Dallas County.

Metrocare Service stakeholders, Board of Trustees, Chief Executive Officer (CEO) and PNAC members believe in the importance of network development. Developing a network is necessary to increase accessibility and availability of services, increase choices for individuals, improve the quality of services and decrease the cost of services by increasing competition.

THE PLANNING/NETWORK ADVISORY COMMITTEE

The Planning/Network Advisory Committee (PNAC) is appointed by the Board of Trustees and is composed of at least nine members, of whom a minimum of 50% is made up of service recipients and/or family members. Recruitment of the PNAC members is an on-going process, which includes active outreach to service recipients, family members, advocates, providers, and other interested citizens. Recruitment of membership encompasses efforts to include broad-based ethnic and cultural representation.

The Board of Trustees recognizes the fact that community involvement in planning and policy development is essential to Metrocare's role as the Local Authority. Easy and accessible avenues for communication exist to encourage broad advocate, professional, cultural, and ethnic stakeholder participation.

The role of the PNAC is to:

A. Assist the Board of Trustees in an advisory capacity.
B. Make recommendations concerning local service delivery, reflecting the perspectives of service recipients and their families on the provision of services and supports.
C. Make recommendations concerning the development of the local strategic plan and the network plan.
D. Review reports regarding Local Plan implementation
E. Report to the Board on issues related to the needs and priorities of the local service area and implementation of plans and contracts.
F. Respond to special assignments from the Board of Trustees.

The PNAC is required to have representation by persons knowledgeable and experienced in the following:

- Purchasing and proposal review
- Contract review

- Budgeting and financial analysis
- Quality reviews of services
- Policy and program development
- Resource development
- Community based services
- Advocacy and individual needs
- Governmental processes
- Knowledge and experience in developmental disabilities

In selecting the Committee, the Board of Trustees considers the individual's expertise. Recruitment of the PNAC members is an on-going process, which includes active outreach to service recipients, family members, advocates, providers, and other interested citizens.

Developmental Disability Planning/Network Advisory Committee

Planning/Network Advisory Committee	Representation	Occupation
Maria Dominguez	Family-(Adult)	Parent
Mariel Fernandez	Advocate	Service Provider
Robert Myers	Service Recipient	Self-Advocate
Michael Sentell	Service Recipient	Minister/Self-Advocate
Leah Seyoum-Tesfa	Family-(Adult)	Parent/RN
Christy Zartler	Family-(Adult)	Parent/APN

Process for Network Development

The process used by Metrocare to develop its network involves input from community agencies. It also includes the utilization of internal initiatives and procurement processes.

Metrocare Services has a relationship with many agencies located within Dallas County and nationwide. These agencies assist Metrocare with obtaining public input and other support used in developing our network. A few of the agencies are listed below:

- Educational Providers, All Dallas County Independent School Districts
- State Supported Living Center linkage through Service Coordination Unit
- Community Living and Support Services

- Self-Advocacy Groups
- Contract Providers
- Dallas County Community Resource Coordinating Group (CRCG)

NETWORK MANAGEMENT AND OVERSIGHT

Quality Management

Metrocare Services' principal goal in the Quality Management (QM) process is to facilitate the improvement of those processes that most affect service recipient outcomes. To this end, the Center will work toward improving the appropriateness and effectiveness of its services, outcomes, and satisfaction of individuals receiving services.

The QM Plan serves as a blueprint for Metrocare's System wide effort to assess and improve the quality of its service delivery. The system-wide improvement process assists in increasing promoting the role of employees and leaders in the assessment and improvement of service delivery and service recipient outcomes. It effectively evaluates the quality of individual services and supports through a continuous, coordinated, integrated process that identifies opportunities to improve individual services and outcomes.

Metrocare continues to implement system changes that will support outcomes, input and ongoing learning. This is accomplished by hiring and retaining qualified employees, there by reducing turnover. Organizational performance measures include practices that promote continuity and security.

Contract Monitoring

The Local Authority will monitor provider compliance as identified by the HHSC Performance Contract.

Contract Sanctions (as identified in the HHSC Performance Contract and Center contracts).

Oversight – Oversight is accomplished by a collaborative effort involving all stakeholders in conjunction with Metrocare's Quality Management Department.

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