
HHS System Strategic Plan for FY 2005-2009

Table of Contents

<i>Chapter I: Statewide Vision, Mission, and Philosophy</i>	1
Introduction	1
Statewide Vision—Planning for Progress	1
The Mission of Texas State Government	2
The Philosophy of Texas State Government	2
Statewide Goals and Benchmarks for Health and Human Services	3
<i>Chapter II: Health and Human Services System and Agency Overviews</i>	7
HHS System	7
HHS System Vision	8
HHS System Mission	9
HHS System Philosophy	9
HHS System Strategic Goals	10
HHS System Organizational Structure	11
Health and Human Services Commission	11
Department of Aging and Disability Services	13
Department of Assistive and Rehabilitative Services	14
Department of Family and Protective Services	15
Department of State Health Services	17
<i>Chapter III: Health and Human Services System External/Internal Assessment</i>	19
Statewide Demographic, Economic, and Health Trends	19
Overall Population Growth and Ethnic Composition	19
Aging and Disability	21
Poverty and Economic Indicators	22
Health Insurance Status	26
Health Risk Factors	26
Infant Mortality and Low Birth Weight	27
Disease Trends: Chronic Disease	27
Disease Trends: Infectious Diseases	27
Behavioral Health Risks	28

Challenges and Opportunities in the HHS System	30
Ensuring Stakeholder Input in the H.B. 2292 Environment	31
Increased Demand for Services, Limited Resources, and Rising Costs	32
Aging of the Population	33
Implementing New Program Policies in a Changing Environment	34
Ensuring Provider Availability and Effective Regulation	35
Maximizing Federal Funds in a Consolidated Structure	36
Developing an Integrated Regional Structure	37
Realizing Efficiencies through Technology Integration	39
State Legislative and Policy Changes	41
Call Centers	41
Children’s Health Insurance Program and Medicaid	41
Temporary Assistance for Needy Families	43
Family Cost Share for Early Childhood Intervention Services	44
Texas Border Health Foundation	44
Contracts for Community-Based Mental Health and Mental Retardation Services	44
Modernization of Bioterrorism Law	45
Reports on Customer Service	46
<i>Chapter IV: Related HHS System Planning Efforts and Initiatives</i>	<i>47</i>
Coordinated Strategic Plan	47
Long-Term Care Plan (MR)	47
Texas Promoting Independence Plan	48
Real Choice Systems Change Grants	49
Family-Based Alternatives Project	50
Border Regions Initiatives	50
Texas-Louisiana	51
Texas-Mexico	52
HHS System Strategy for Early Childhood Immunizations	53
Texas Workforce Development System Strategic Planning	53
Health and Human Services Enterprise Workforce Plan	54
Strategic Plan for Information Resources Management	54
Historically Underutilized Businesses Plan	54
<i>Chapter V: Health and Human Services Commission External/Internal Assessment</i>	<i>59</i>
Challenges and Opportunities	59
Balancing Oversight and Operations	59
Consolidating Administrative Support Services	60
Increasing Demand for and Costs of Medicaid/CHIP Services	61

Integrating Eligibility Determination	62
Strengthening Contract Management Across the System	63
Current Activities: Services, Target Populations, Trends, and Initiatives by Goal	64
HHSC Goal 1: Health and Human Services System	64
HHSC Goal 2: Medicaid	71
HHSC Goal 3: Texas Children’s Health Insurance Program	76
HHSC Goal 4: Encourage Self-Sufficiency	77
HHSC Internal Assessment	87
HHSC Strategic Priorities	90
<i>Chapter VI: Department of Aging and Disability Services External/Internal Assessment</i>	93
Challenges and Opportunities	93
Maintain the Continuum of Services for Older Texans	93
Contracting and Oversight of Local MR System	94
Privatizing Community ICF/MR and Waiver Services	95
Increased Demand for Community- and Home-Based Services	95
Integration of Quality Assurance and Improvement	96
Current Activities: Services, Target Populations, Trends, and Initiatives by Goal	96
DADS Goal 1: Long-Term Care	96
DADS Goal 2: Regulatory and Licensing Services	114
DADS Internal Assessment	117
DADS Strategic Priorities	120
<i>Chapter VII: Department of Assistive and Rehabilitative Services External/Internal Assessment</i>	123
Challenges and Opportunities	123
Growth in the Aging Population	123
Changes in Disability Determination	124
Other Changes in Federal Law and Policy	125
Implications of a Sluggish Economy	125
Accurate Employment Data for People with Disabilities	126
Increased Rates of Premature and Low Birth Weight Births	127
Current Activities: Services, Target Populations, Trends, and Initiatives by Goal	128
DARS Goal 1: Children with Disabilities	128
DARS Goal 2: Persons with Disabilities	132
DARS Goal 3: Disability Determination	143
DARS Internal Assessment	146
DARS Strategic Priorities	148

Chapter VIII: Department of Family and Protective Services	
External/Internal Assessment	149
Challenges and Opportunities	149
Impact of Consolidation Changes	149
Adult Protective Services Program Improvement	150
Residential Child Care	150
Child Protective Services Program Improvement	152
Funding of Prevention and Early Intervention Services	152
Current Activities: Services, Target Populations, Trends, and Initiatives by Goal	152
DFPS Goal 1: Protective Services	152
DFPS Internal Assessment	163
DFPS Strategic Priorities	165
Chapter IX: Department of State Health Services	
External/Internal Assessment	167
Challenges and Opportunities	167
Health Status Disparities	167
System Integration	175
System Capacity	178
Current Activities: Services, Target Populations, Trends, and Initiatives by Goal	181
DSHS Goal 1: Preparedness and Prevention Services	181
DSHS Goal 2: Community Health Services	188
DSHS Goal 3: Hospital Services	202
DSHS Goal 4: Consumer Protection Services	206
DSHS Internal Assessment	209
DSHS Strategic Priorities	211
Chapter X: Goals, Objectives, and Strategies	213
Health and Human Services Commission	213
Goal 1: HHS Enterprise Oversight and Policy	213
Goal 2: Medicaid	214
Goal 3: CHIP Services	216
Goal 4: Encourage Self Sufficiency	216
Goal 5: Program Support	217
Goal 6: Information Technology Projects	217
Department of Aging and Disability Services	217
Goal 1: Long-Term Care	217
Goal 2: Regulatory and Licensing Services	222
Goal 3: General Program Support	222
Goal 4: Capital Budget Projects	223

Department of Assistive and Rehabilitative Services	223
Goal 1: Children with Disabilities	223
Goal 2: Persons with Disabilities	224
Goal 3: Disability Determination	226
Goal 4: Program Support	226
Department of Family and Protective Services	226
Goal 1: Protective Services	226
Goal 2: Indirect Administration	229
Department of State Health Services	230
Goal 1: Preparedness and Prevention Services	230
Goal 2: Community Health Services	231
Goal 3: Hospital Facilities Management and Services	233
Goal 4: Consumer Protection Services	234
Goal 5: Indirect Administration	234
Goal 6: Capital Items	235
<i>Appendix A: Description of System Planning Process</i>	239
<i>Appendix B: Current HHS Agency Organizational Charts</i>	241
<i>Appendix C: Five-Year Projections for Outcomes (pending)</i>	251
<i>Appendix D: Measure Definitions (pending)</i>	253
<i>Appendix E: HHS Enterprise Workforce Plan for FY 2005-2009</i>	255
<i>Appendix F: Survey of Organizational Excellence</i>	317
<i>Appendix G: Workforce Development System Strategic Planning</i>	329
<i>Appendix H: Glossary of Acronyms</i>	337
<i>Appendix I: Statutory References by Goal</i>	343
<i>Appendix J: Health and Human Services Expenditures with Historically Underutilized Businesses, State Fiscal Year 2003</i>	351
<i>Attachment 1: Report Update for State Mental Health Facilities</i>	
<i>Attachment 2: Report Update for State Mental Retardation Facilities</i>	

List of Tables

<i>Table 3.1. Service Boundaries by Legacy HHS Agency</i>	37-38
<i>Table 4.1. HUBs Goals by Procurement Categories</i>	55
<i>Table 6.1. Projected Growth in Target Populations for Aging Services</i>	98
<i>Table 6.2. Projected Growth of Mental Retardation Priority Population</i>	104
<i>Table 7.1. Estimates of Child Blindness and Visual Impairment in Texas</i>	130
<i>Table 7.2. Trends in Referrals and Enrollment in ECI Comprehensive Services</i>	131
<i>Table 7.3. Estimates of Blindness and Severe Visual Impairment for Youth and Adults</i>	134
<i>Table 7.4. Service Population Data for Vocational Rehabilitation—General</i>	135
<i>Table 7.5. Service Population Data for Comprehensive Rehabilitation Services</i>	137
<i>Table 7.6. Estimates of Blindness and Severe Visual Impairment for Youth and Adults</i>	138
<i>Table 7.7. Service Population Data for Independent Living Services</i>	139
<i>Table 7.8. Estimates of Blindness and Severe Visual Impairment for Youth and Adults</i>	140
<i>Table 7.9. Estimates of Deaf and Hard of Hearing in Texas (in millions)</i>	142
<i>Table 7.10. Estimated Caseload for Disability Determination Services</i>	144
<i>Table 8.1. Characteristics of Confirmed Victims, FY 2003</i>	155
<i>Table 8.2. Number of Inspection Visits in Regulated Child Care Facilities FY 2003</i>	158

List of Figures

<i>Figure 3.1. Annual Percentage Change in Texas Non-farm Employment</i>	24
<i>Figure 3.2. Texas and U.S. Seasonally Adjusted Unemployment Rates</i>	25
<i>Figure 5.1. Texas Medicaid Beneficiaries and Expenditures for FFY 2003</i>	72
<i>Figure 5.2. Texas Medicaid Enrollment (in December of Calendar Years)</i>	74