Strategic Plan
Fiscal Years
2022 – 2024
2022 - 2024 Strategic Plan
Focus Areas

Quality
People
Integration
Access
Community
Innovation
**Quality Goals & Strategies**

1. **Develop and Implement 3 Clinical Care Pathways (one per year) and measure their adherence**
   A. Enhanced Training: Suicide screening, assessment and care management (Assess, Intervene, Monitor “AIM” Model)
   B. Create suicide best practice advisories (BPAs) in Epic Build including suicide toolkit
   C. Monitor results of use risk and protective factors in clinical note when Patient Health Questionnaire (PHQ)-9 is 15 or above, Positive Columbia or Positive suicidal ideation in Mental Status note
   D. Monitor results of the use of safety plan related to moderate risk category level
   E. Monitor results and give feedback back to clinical staff on completion of BPA

2. **Minutes in seclusion**
   A. Seclusion minutes- Establish target average for next three fiscal years
   B. Evaluate reduction in the number of seclusions and impacts to other emergency intervention measures
   C. Educational trainings and update for physician, nursing, psych tech, and admin staff on de-escalation techniques
   D. Incorporate Trauma Informed Care strategies to reduce seclusion minutes

3. **Increase percentage of security officers and medical staff trained in zero suicide**
   A. Train all new incoming officers at the mid-point of their new employee training cycle on the principles of zero suicide
   B. Collaborate with the Harris County Sheriff’s Office (HCSO) Training Department regarding the appropriate place to roll out the Zero Suicide training to current staff
   C. Train HCSO Medical Providers on the principles of zero suicide and roll the training out via key medical leadership
   D. Train HCSO Mental Health Deputies
   E. Train HCSO Deputies at sensitive/clinical units (Admin Separation, Mental Health Infirmary, Medical Infirmary, Mental Health Step down units)
   F. Train regular deputies in housing units
   G. Train deputies assigned to courts

4. **Increase 7 day face-to-face follow-up rates for HCPC and SMHF discharges**
   A. Develop a plan to ensure all patients at Harris County Psychiatric Center are seen by The Harris Center at admission
   B. Develop a flow in coordination with Harris County Psychiatric Center to have patients seen at discharge
   C. Develop protocols to do outreach for patients to assist them in connecting with outpatient providers
   D. Develop the coordination to do referrals via warm handoffs between all providers
   E. Continue to increase collaboration between MH and IDD for youth services

5. **Decrease 30 day readmission rates to Harris County Psychiatric Center (HCPC)/State Mental Health Facilities (SMHFs)**
   A. Develop a plan to ensure all patients at Harris County Psychiatric Center are seen by Harris Center at admission
   B. Develop a flow in coordination with HCPC to have patients seen at discharge
   C. Develop protocols to do outreach for patients to assist them in connecting with outpatient providers
   D. Develop the coordination to do referrals via warm handoffs between all providers
   E. Start up an Assertive Community Treatment (ACT) program at a third Clinic (Southeast and Northwest Clinics have established programs)
   F. Continue to increase collaboration between mental health and intellectual and developmental disabilities for youth services
   G. Expand the HCPC high utilizer program to identify additional active patients who are readmitting

6. **Number of individuals with a history of mental illness housed**
   A. Partner with the Coalition for the Homeless to house homeless individuals with mental illness
   B. Continue to develop housing options for homeless individuals with mental illness
   C. Partner with City and County Housing Authorities to obtain vouchers for housing

7. **Develop and Implement Robust Quality Improvement Infrastructure Consistent with Industry Standards**
   A. Redesign performance improvement (PI) team to be resourced consistent with behavioral health industry benchmarks to proactively address organizational performance improvement needs
   B. Review all current quality metric reporting and evaluate as related to compliance function (state regulatory requirements, contractual obligations) vs. internal operations and meaningful quality measurement
   C. Update Divisional and Board-reported quality metrics to be clinically relevant, customer service focused toward improving outcomes and patient experience
   D. Update center-wide Performance Improvement Plan to highlight specific areas for improvement with specific aims and metric targets (access to care, clinical outcomes, and seclusion/restraint measures)
   E. Review committee structures and enhance incident reporting toward facilitating communication, driving performance improvement, and upholding organizational quality standards
   F. Update policies and procedure documents that define organizational quality standards
   G. Incorporate industry standard peer review practices into clinical incident review
   H. Obtain CARF re-certification and maintain CCBHC standards
1. **Increase percentage of employees participating in Harris Center sponsored professional development education 20% annually**
   A. Identify continuing education hour requirements by function/license
   B. Identify approved and accredited continuing education content – Professional development and required continuing education
   C. Communicate education opportunities
   D. Track participation by function/license and survey participants for satisfaction
   E. Host professional development and/or continuing education events

2. **Decrease the “days open” for vacant positions from 2020 baseline**
   A. Build a talent pipeline through proactive sourcing of candidates
   B. Automate the hiring process utilizing technology to increase communication with applicants and leaders, transparency with operational leaders, and efficiency over life cycle of applicants
   C. Develop structured interview process to obtain consistent and reliable outcomes

3. **Achieve progressively improving overall employee engagement scores compared to industry**
   A. Develop and implement career ladders for at risk jobs
   B. Increase learning and development opportunities
   C. Implement leadership competencies for each career level
   D. Continue to constructively improve working conditions (“Cut-The-Tape”)

4. **Increase overall patient satisfaction**
   A. Revamp training methods to incorporate Trauma Informed Care elements
   B. Develop broader training for staff on patient partnerships and engagement techniques with patients
   C. Create an agency wide customer service protocol, trainings, and refresher trainings
   D. Monitor program specific results and develop action plans as needed

5. **Board Approved Capital Facilities Plan Complete Each Year**
   A. Develop overall completion plan with operational leaders
   B. Coordinate and communicate completion plan with procurement and contracts
   C. Report progress or issues to operational leaders and Board on a consistent basis
Integration Goals & Strategies

1. **Increase the number of patients receiving Primary Care at The Harris Center**
   A. Fully implement the Certified Community Behavioral Health Center grant, hiring the additional primary care providers
   B. Develop and implement billing for services to increase funds available for growth
   C. Continue developing The Harris Center’s relationship with the University of Houston
   D. Improve on referral and staffing protocols to encourage full integration of services
   E. Develop strategies for training staff to deliver weight management guidance to patients
   F. Hire a full-time dietician to develop classes and training materials for staff to use with patients
   G. Continue to expand number of medical providers at each of the four main outpatient clinics
   H. Develop the ability to deliver integrated services remotely and target underserved areas

2. **Reduce the cost of care as measured by the Optum project**
   A. Improve percentage of patients receiving diabetes screening
   B. Increase patient adherence to medications
   C. Decrease patient all cause readmissions
   D. Increase follow up to patients post discharge

3. **Average monthly third party prescriptions filled**
   A. Monitor Patient Satisfaction Survey suggestions and continuously improve our services to maintain quality
   B. Implement delivery service to provide convenience to the patients, especially those with transportation issues
   C. Educate all Harris Center staff and prescribers on the value of getting patient prescriptions filled at The Harris Center Pharmacies (encourage - “One Stop Shopping”)
   D. Implement prescriber and nursing pharmacy satisfaction surveys to validate and continuously improve our clinic pharmacies
   E. Implement IVR (integrate voice response) system to notify patients (text/email) of refills and allow for auto refill for approved medications
Access Goals & Strategies

1. **Add 10 access points across the agency targeting underserved communities (specifically including the number of IDD site expansions indicated)**
   A. Collaborate with the Mental Health division and open satellite service sites for IDD staff at mental health locations
   B. One additional IDD Coffeehouse or day habilitation program in the northeast area
   C. Detox
   D. State Hospital step down
   E. Additional Hospital to Home Beds
   F. The Villas at Eastwood, co-locate with Harris County Housing Authority (HCHA)
   G. City Navigation Center
   H. Precinct 2 Hubs
   I. Two Children’s Co-Locations
   J. Telehealth Intake hub

2. **Add service strategies that either extend clinic hours and availability or enhance service array offered to persons served**
   A. Re-establish weekend hours at outpatient clinic sites
   B. Add evening and extended hours of service at outpatient clinics
   C. Add “Clubhouse” type operations in the outpatient clinics
   D. Review adding/expanding evidence based practices
   E. Expanded offerings of Mental Health First Aid
   F. Increase the number of peers who are certified

3. **Develop five additional programs to enhance ability to deliver substance use treatment**
   A. Enhance training to our employees regarding substance use treatments
   B. Establish Medication-Assisted Treatment process and protocols for outpatient
   C. Create a Detox program
   D. Provide Suboxone training to increase number of providers who can administer buprenorphine for the treatment of opioid use disorders
   E. Develop and implement a full smoking cessation program
Community Goals & Strategies

1. **Increase Total Number Served From top 20 focus ZIP codes 2.5% per year**
   A. Identify opportunities to co-locate or expand physical footprint
   B. Identify opportunities for education, training and awareness with community
   C. Leverage Harris Center community outreach and support infrastructure to improve awareness and relationships with natural supports
   D. Develop and implement targeted communications plan

2. **Increase participation in educating community and natural supports (including faith-based and service entities) regarding mental health/IDD issues and where to find support (Mental Health First Aid)**
   A. IDD will add additional trainings in the community
   B. Training groups with the National Alliance on Mental Illness (NAMI)
   C. Implement Survivors of Suicide Loss Support Groups
   D. Increase Mental First Aid and other community outreach trainings
1. **Enroll persons served in MyChart**
   A. Educate users on the benefits and features
   B. Staff will encourage and assist with MyChart setup
   C. Targeted marketing and education campaign on MyChart
   D. Host educational sessions on MyChart

2. **Implement a Telehealth Hub**
   A. Initial structure of the hub design and approval by management team
   B. Video platform selection
   C. Build telehealth module in Epic
   D. On board clinician and physicians to support the hub
   E. Digital marketing of the hub
   F. Improve ability to schedule an appointment
   G. Provide functionality for same day appointments
   H. Provide ability for cross coverage at all locations
   I. Partner with community agencies for physician coverage needs

3. **Build a Harris Center Application**
   A. Select a new platform for the new Harris Center external website (content management system)
   B. Build a new The Harris Center Website
   C. Develop new content with communications and division leaders
   D. Design initial interface and features for the mobile app/site and approval from management team
   E. Develop mobile app/site
   F. Digital Marketing of the Harris Center app

4. **The number of Mobile Crisis Outreach Team (MCOT) Rapid Response calls from Houston Police Department 911/Crisis Call Diversion (CCD) that did not require law enforcement assistance on scene requested by the MCOT Rapid Response Team**
   A. Increase appropriate MCOT Rapid Response referrals
   B. Partner with law enforcement to provide extensive training to clinicians and law enforcement
   C. Advocate for the expansion of dispatch call codes eligible for CCD

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