



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



People Goals & Strategies

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



Innovation Goals & Strategies

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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