



 **The HARRIS CENTER** for  
Mental Health and IDD  
*Transforming Lives*

# FY2022 Annual Report

Transforming Lives

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# Transforming Lives

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The Harris Center transforms the lives of people with behavioral health and IDD needs in Harris County, the third largest organization serving such needs in the United States, providing a full continuum of services at more than 40 sites.



# From our CEO

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During the “new normal” in which we all must now operate, The Harris Center for Mental Health and IDD continues to transform the lives of those with behavioral health needs in Harris County – and how! Our amazing staff has persevered through all the twists and turns of a post-pandemic world and an increased focus on the issues and populations we serve. We are so grateful for the opportunities we have had this year to expand access in new and innovative ways.



**Wayne Young, MBA, LPC, FACHE**  
*Chief Executive Officer*

# Our Board of Trustees

The Harris County Commissioners appoint the Harris Center's nine-member volunteer Board of Trustees. The Sheriff of Harris County also participates as outlined in legislation.

The Board volunteers their time and skills by participating in regular and ad hoc meetings, training sessions and Harris Center events. We are grateful for their service.



**Shaukat Zakaria**  
Chairperson



**Lois Moore, BSN, M. Ed.,  
LHD, FACHE**  
Vice Chairperson



**George Santos, M.D.**  
Vice Chairperson



**Gerald W. Womack**  
Secretary



**Robin E. Gearing Ph.D.**



**Sheriff Ed Gonzalez**



**Bonnie C. Hellums, M. Ed.,  
LMFT, LGDC, AAC, JD**



**Natali Hurtado**



**Jim Lykes**



**Max A. Miller, Jr, MTH, D. D.**

# The Harris Center Mission

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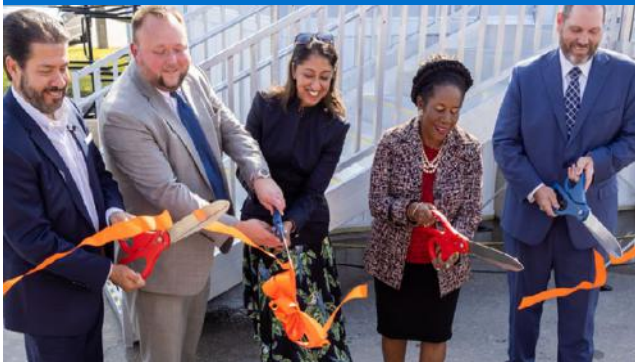


## Mission

Transform the lives of people with behavioral health and IDD needs.

## Vision

Empower people with behavioral health and IDD needs to improve their lives through an accessible, integrated and comprehensive recovery-oriented system of care.



## Values

Collaboration	Leadership
Compassion	Quality
Excellence	Responsiveness
Integrity	Safety

# Fiscal Year 2022

By the numbers

Transforming lives by providing over .....

# 2 Million

..... Services



**656K**  
Adult Mental  
Health Services



**280K**  
Intellectual  
Developmental  
Disability  
Services



**144K**  
Child Mental  
Health  
Services



**1,740**  
Consumer  
Benefits  
Services



**307K**  
Crisis and  
Psychiatric  
Emergency  
Services



**96K**  
Early Childhood  
Intervention  
Services



**38K**  
Forensic  
Services



**225K**  
Pharmacy  
Services



**170k**  
Telehealth  
Visits



# 150K Services and 44k Individuals Served at the Harris County Jail



**210K**  
Crisis & Access  
Line Calls  
Answered



**2300**  
911-Diverted  
Calls Received



**57**  
Service  
Locations



**87K**

Total Served

# Initiatives Emerging from Strategic Plan Domains

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**Quality**

**People**

**Integration**

**Access**

**Community**

**Innovation**



# Quality

- Rehoused 477 individuals.
- Established an MOU unit with the Coalition for the Homeless and the Harris County Housing Authority for housing vouchers.
- Trained program staff on completing housing assessments for the Coordinated Access housing program.

## Housing

The Harris Center provides a wide array of housing services, including homeless outreach, rehabilitative support, placement assistance, permanent supportive housing and crisis support for adults who are behaviorally ill.

In fiscal year 2022, The Harris Center increased housing opportunities for these individuals.

## We Received Recertification

The Harris Center for Mental Health & IDD is accredited by the Commission on Accreditation of Rehabilitation Facilities (CARF) and is certified as a Certified Community Behavioral Health Clinic (CCBHC). To be a CCBHC, an organization must be accredited by CARF, The Joint Commission (TJC) or Det Norske Veritas (DNV). The Harris Center for Mental Health and IDD chose to seek accreditation through CARF.

CARF's mission is to promote service quality, value and optimal outcomes through a consultative accreditation process and continuous improvement services that center on enhancing the lives of persons served. These core values conduct accreditation, research, ongoing improvement services and educational activities with integrity. Core values include:

- All people have the right to be treated with dignity and respect
- All people should have access to the services needed to achieve optimum health
- All people should be empowered to exercise informed choice



In Texas, CCBHCs are built on a philosophy that emphasizes consistent quality, care coordination and the best outcomes for the people we serve. CCBHC is a model of care that integrates substance use treatment and primary care screenings into mental health care settings, and care coordination is the “linchpin” of the model. There are six main categories of care: staffing, service availability/accessibility, care coordination, the scope of services, quality reporting and governance. Needs assessments inform service delivery; centers work across different areas with community partners and focus on client outcomes.

# RECERTIFIED



Texas Certified Community Behavioral Health Clinic



Commission on Accreditation of Rehabilitation Facilities

# People

## We are among the Best Places to Work

For 2022, The Harris Center is proud to have received one of three honors as a “Best Place to Work” in Greater Houston by the Houston Business Journal. This has also helped identify areas of opportunity to meet our commitment to employees further.

The Houston Business Journal's annual "Best Places to Work" event includes an anonymous survey for employees from participating organizations, evaluating areas such as Leadership, Communication, Advancement Opportunity, Skill Development, Recognition and Compensation, Tolerance and Flexibility, and Embracing Innovation. Results are shared with the agency, and similarly sized organizations compete against each other.

HOUSTON BUSINESS JOURNAL



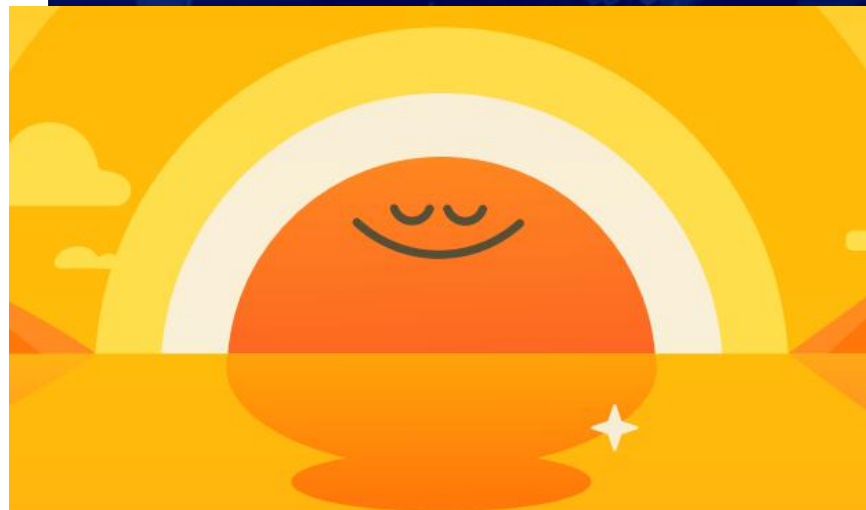
**BEST PLACES TO WORK**

2022

## Mental Health for Everyone

One key characteristic of The Harris Center is its focus on recovery. There is no better way to demonstrate resilience and wellness than to be a role model. Recognizing this, staff discovered, lobbied for and implemented a new workforce wellness tool called Headspace. This meditation app offers more than other similar wellness apps.

Headspace is a science-backed resource where employees can find audio and video resources focused on meditation, stress, sleep and mindfulness. We have had a strong enrollment rate, and users experienced reduced stress levels.



# Integration

## Integrated Primary Health Care

By building an infrastructure of an individualized, client-centered model of promoting optimal health and wellness, Integrated Primary Health Care encompasses a whole-person approach with evidence-based strategies to reduce the risk of disease by improving lifestyle behaviors.

- Over 1,500 individuals engaged and enrolled in the Integrated Primary Health Care at The Harris Center within the year.
- Approximately 2,000 of our clients in 2022 were served in primary care clinics.

These efforts resulted in a 13.67% reduction in total cost of care, which amounts to over \$4,000 per member per month!



## Substance Use

The Harris Center expanded its substance use recovery services to better serve Harris County residents experiencing substance use disorders with the addition of four new programs:

- **Substance Use Recovery Services Detoxification Program** offers temporary shelter (approximately 5-7 days) and eight beds available for adults struggling with substance abuse disorder.

- We partnered with UT Health Science Center to provide **Medication Assisted Treatment** through Houston Emergency Response Opioid Engagement System (HEROES), a research study that services the Community and First Responder for Opioid, Substance and Alcohol Use Disorder and a mobile health delivery unit (UT Health Project Integra), to provide “one-stop” integrated health services to clients in the community.

- **Substance Use Recovery Services for Co-Occurring Disorders** provide individual and group therapy and services in each of our mental health outpatient clinics. Services for adults include screening, assessments, routine case management, and basic skills training for patients with a co-occurring psychiatric and substance use disorder.

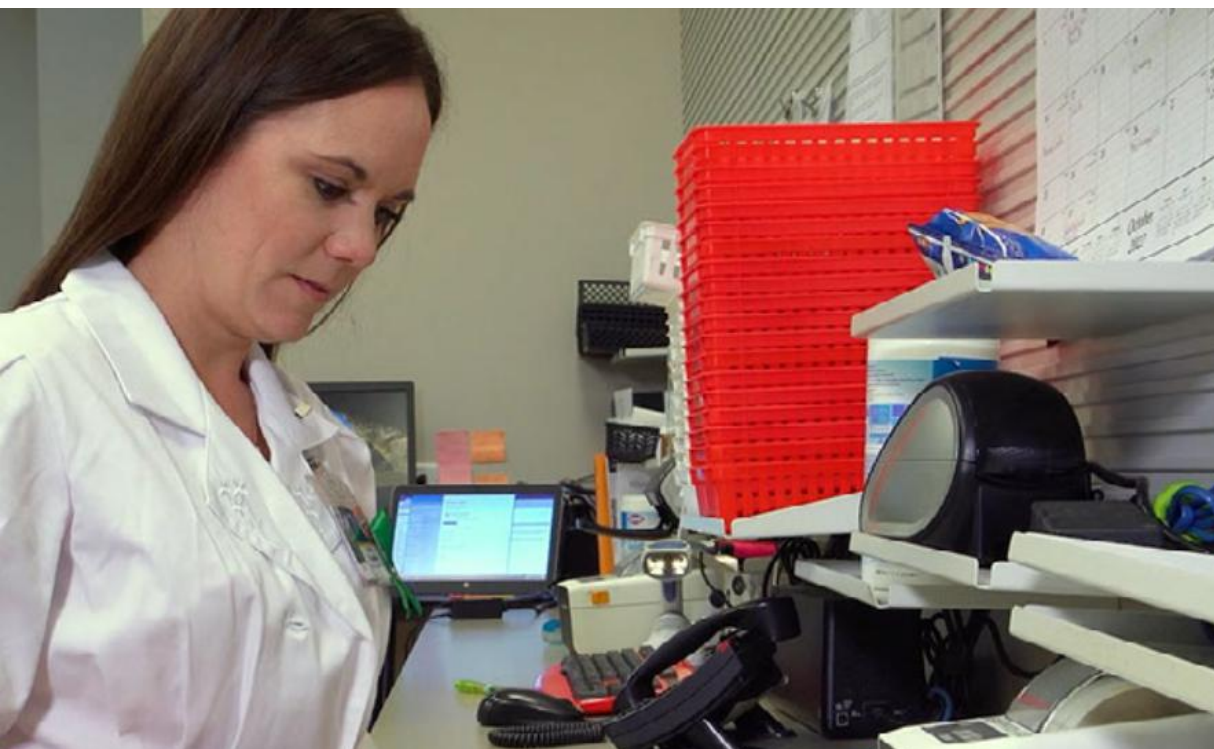
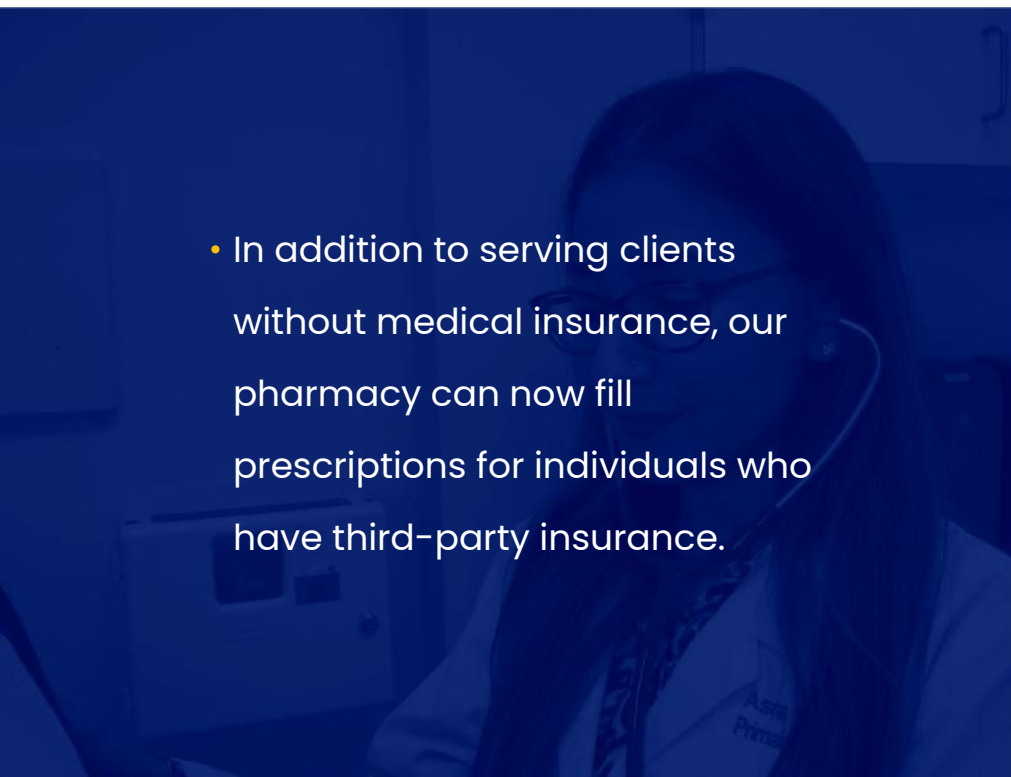
- **Substance Use Disorder Outreach Program** enables Community Health Workers to provide outreach services to adolescents and adults 14 years or older struggling with substance use and severe mental health disorders.

## Pharmacy Expansion

Our pharmacy team welcomed its first Clinical Pharmacy Specialists. These pharmacists specialize in psychiatric pharmacotherapy and are embedded in the clinical practice, working collaboratively with the treatment teams.

- In addition to serving clients without medical insurance, our pharmacy can now fill prescriptions for individuals who have third-party insurance.

The Harris Center Pharmacy proudly supports the University of Houston Pharmacy School students.



# New Access Points

- Increased number of people served in 10 identified zip codes: 6,833 participants across 102 events
- 469 new HMHC users engaged in MyStrength
- Significant relationships under development with governmental and community leadership in all 10 communities
- Training collaboration underway with Harris County Public Health for all Community Health Workers

Funding for this initiative is made possible through the Harris County Commissioners' Court American Rescue Plan Act (ARPA).

## Healthy Minds, Healthy Communities

The Healthy Minds, Healthy Communities Team is a focused initiative providing tools and training to community members in 10 specific Harris County communities to support each other better and increase resiliency and emotional wellness using a Community Initiated Care model. This program aims to create a sustainable network led by community members committed to changing attitudes and beliefs on behavioral health.

## Behavioral Health Smart Pod

Commissioner Adrian Garcia and The Harris Center celebrated the opening of the Access2Health Smart Pod in Precinct 2. In partnership with Catholic Charities, the Smart Pod at the North East community center brings mental health services to the community.

Learn more about how the Smart Pod will help turn around a community with some of the county's worst health outcomes.

Scan to watch a video of the Smart Pod



# Community



## Uvalde Crisis Response

A team of trained crisis responders from The Harris Center traveled to Uvalde, TX, to provide face-to-face support to the Uvalde community after the deadly school shooting at Robb Elementary. During this time, The Harris Center team completed more than 30 intake assessments for individuals needing mental health services due to the impact of the tragedy.

## Education and Outreach

- Increased participation in educating the community and natural supports (including faith-based and service entities) regarding MH/IDD issues and where to find support
- We trained over 1,350 individuals in Mental Health First Aid.

The team also attended a Wellness and Resource Fair at the local college and connected over 120 community members with the local mental health authority resources available to them. Team members also collaborated with other providers at the Family Resiliency Center to brainstorm ideas for continuing ongoing mental health services in Uvalde, Texas.

# Innovation

Funding from the American Rescue Plan Act enhanced behavioral health programs that support law enforcement response like CORE, Mobile Crisis Outreach Team Rapid Response and Crisis Call Diversion.

## MCOT Rapid Response

The Mobile Crisis Outreach Team Rapid Response (MCOT-RR) program alleviates the Houston Police Department, Houston Fire Department, and Emergency Medical Services from responding to calls that have been screened and determined to be mental health-related freeing them to provide emergency medical, fire and police response to Houston area residents.

MCOT-RR comprises licensed clinicians paired with master and bachelor-level clinicians, which form 20 crisis teams scheduled in varying shifts. Additionally, a registered nurse can provide phone consultation for crisis teams, non-emergency medical screening and assessment, service coordination and continuity of care services. The program goal is to reduce the need for a response from fire, EMS, or law enforcement when someone contacts 911 for mental health assistance.

- From April to December 2022, MCOT-RR was dispatched to over 700 calls for service with more than 85% being resolved without the need for law enforcement assistance. More than half of calls for service were resolved on scene, avoiding the need for a higher level of care.
- More than 40 dispatches on 911 calls for service were answered by Crisis Call Diversion (CCD), which initially received an HPD/HFD response and was referred to MCOT-RR for follow-up services.

Scan to watch  
a video of  
MCOT Rapid  
Response



## Crisis Call Diversion (CCD) Program now has 24/7 coverage

A first-of-its-kind in-the-nation multi-agency collaboration: The Harris Center for Mental Health & IDD, Houston Police Department (HPD), Houston Emergency Center (HEC), and Houston Fire Department (HFD) work together to reduce the use and volume of non-emergency mental health-related calls for service as well as the use of both HPD patrol and HFD EMS personnel for non-emergency responses.

Since April 2022, CCD has diverted more than half of the calls handled – that's almost 3,000 calls – and provided direct de-escalation to more than 700 clients and completed close to 1,500 safety plans.

CCD experienced a 25 percent increase in call volume and a 27 percent increase in calls diverted with the addition of MCOT Rapid Response as a fourth option for dispatch.

The expansion of CCD to 24/7 operation yielded almost 250 additional calls handled by overnight counselors from April to December 2022.

The program will continue collaborating with law enforcement to provide extensive training to clinicians and law enforcement for increased awareness and utilization. Program leadership will continue to actively participate in interviewing and hiring to fill any vacant positions.

- CCD is also excited about the implementation of a more streamlined dispatching and documentation process through collaboration with Rainbow Health, yielding more time for CCD counselors to take calls.



## MyHealth

Implementing MyHealth as The Harris Center's electronic health record system has allowed us to connect with our clients and integrate care coordination across providers to produce better client outcomes.

By May 2022, The Harris Center had 10 kiosks operating across five service locations, allowing patients to check for their appointments, verify their insurance, and sign up for MyChart.

Using MyHealth supported The Harris Center's overall strategic goal of increasing the number of patients enrolled in MyChart.



**From September 1, 2021, to August 31, 2022, more than 100,000 prescriptions were filled in the pharmacy.**

Technical specifications listed on the kiosk image include:  
- 19" PCAP Display  
- 2D Bar Code Scanner  
- 8.5" Printer  
- Translucent Trim  
- Base  
- Tall Panel  
- Printer Panels  
- Large Graphic  
- Cabinet



## Telehealth Hub

The Harris Center continued to improve the quality of care through innovation by completing Epic Video Client Services. Epic Video Client increases patient access to healthcare services by allowing patients to receive services from their homes. The E-visit feature allows patients to communicate with providers using questionnaires and secure messages via MyChart without an in-office visit.

The MyChart Video Visit feature also connects patients through the MyChart website or application to providers to participate in their appointments from home. The Clinic-to-Clinic Video Visits allow the patient in a clinic to connect to a provider that is located at another clinic or at home to receive healthcare services.

Innovation does not stop there! The Harris Center is continuously expanding additional telehealth modalities, including developing and testing pilot therapist and physician projects. These initiatives are critical components of The Harris Center's overall strategic plan for 2022-2024.

# DOWNLOAD

## The Harris Center Mobile App



Apple Store  
*for Apple users*



Google Play  
*for Android users*

# The Harris Center Foundation

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The Harris Center Foundation for Mental Health and IDD was established in 2006 as a 501(c)3 nonprofit organization dedicated to supporting the individuals and families served by the mission of The Harris Center for Mental Health and IDD of transforming the lives of people with behavioral health and IDD needs.



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The first annual Transforming Lives luncheon was held in November 2022, raising more than \$180,000. We appreciate every person who contributed to this great success.

## 2022 Transforming Lives Luncheon

The Harris Center Foundation's inaugural fundraising luncheon, held at the Junior League of Houston, left a lasting impression on attendees. The event featured a moving performance by The Harris Center's Unique Voices of Harmony Choir singing "I Believe I can Fly."

Luncheon Chairs Gwen Emmett and Shaukat Zakaria emphasized the Foundation's community impact by supporting The Harris Center's special programs.

A mother shared her family's journey in finding support for her son at The Harris Center, particularly highlighting the challenges exacerbated by the pandemic and the relief they found through The Harris Center's services.

Former Harris County Judge Ed Emmett highlighted the importance of the mission of the Foundation and The Harris Center, recounting personal experiences with mental illness in his family. He praised attendees for supporting the work of the Foundation and encouraged them to share its mission.



Scan to watch a video recap of the Luncheon.



# Funded Projects

The Foundation held its second annual staff application call for innovative project funding. Fifteen applications were reviewed by an internal staff team and a Grants Committee, consisting of Foundation Board members and Harris Center staff. Four finalists received a total of \$108,000 in funding. These funded projects will deliver interim and final reports and presentations to the Board during the first meeting of 2023.



The Coffeehouse Co-op Academy offered a variety of classes in photography, art, podcasting, website design, music production, and Spanish translation, along with providing equipment for skill development. They also organized an annual festival where participants could showcase and sell their work, fostering artistic expression, entrepreneurial interests, and community engagement.

The Foundation directed an unrestricted \$100,000.00 gift to the Respite, Re-Entry and Rehabilitation Center to create a Wellness Center.



# Foundation Board Members for 2022



The STARS project aims to: 1) Improve access to quality care for patients with intellectual and developmental disabilities and Autism Spectrum disorders through telehealth, 2) Enhance therapy effectiveness using evidence-based techniques for long-term treatment success, and 3) Become a preferred research and training site for students interested in serving individuals with these disorders.

Susan Fordice, *Executive Director*

Patricia "Gail" Bray, PhD, *Secretary*

Judge Marc Carter

Gwen Emmett, *Vice Chair*

David Feldman, J.D., *Chair*

Lily Chen Foster

Jenny Meyer, MBA

Diane Scardino, FACHE, MBA/MHA

Marshenell Sells, J.D.

Jim Lykes, *Liaison, The Harris Center for Mental Health and IDD Board of Trustees*

## ***Special Thanks to the Directors Emeriti of the Foundation Board!***

Robert B. Corrigan, Jr., J.D.

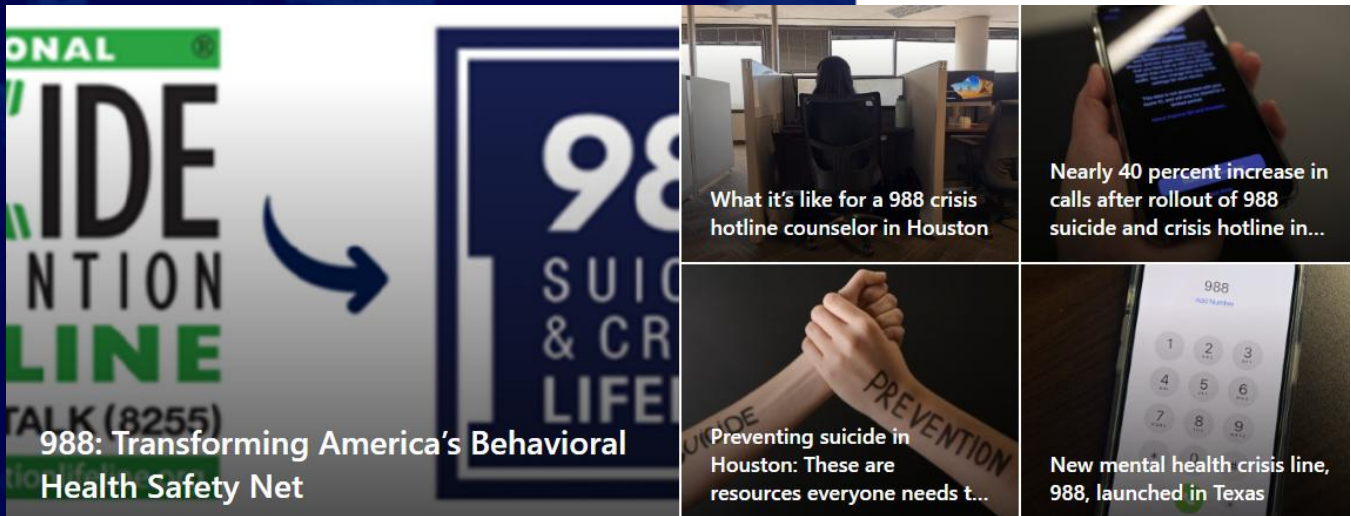
Alan Helfman

Hon. Jon Lindsay

Jeanne Mayo, M.A., J.D.

Steven B. Schnee, PhD

# 988 Suicide & Crisis Lifeline



The Harris Center was a resounding name in news headlines during the implementation of the new 9-8-8 Suicide & Crisis Lifeline



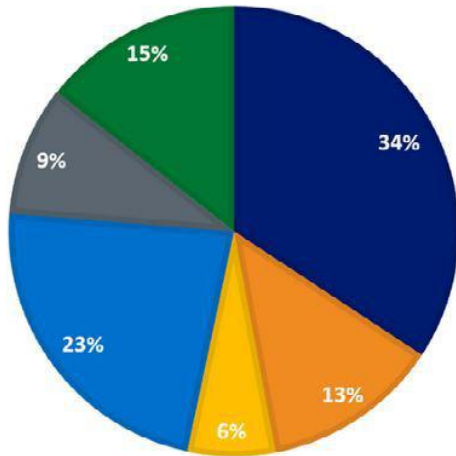
On July 16, 2022, the nation officially went live with the new, national 988 Suicide & Crisis Lifeline (formerly known as the National Suicide Prevention Lifeline) to provide free, confidential support to people in a mental health crisis. This three-digit code is easy to remember when someone is seeking help and has seen a 45% increase in use with shorter wait times. There are 200 crisis centers supporting this project, with five located in Texas. The Harris Center covers 46 Texas counties and our Crisis Line counselors answer over 50% of Texas' 988 call volume.

## **The Access Center**

Answers approximately 14,000 calls each month for 36 Texas counties as their dedicated Crisis Line

Serves as the 988 responder for 46 Texas counties

# Financials



## Expenditures

Adult Mental Health	108,377,186
Intellectual and Developmental Disabilities	40,348,403
Child and Adolescent	19,952,890
Crisis Services	72,550,918
Inpatient Psychiatric Care	29,513,041
General Administration	45,521,930
<b>Total Expenditures</b>	<b>316,264,368</b>

