



Transforming Lives

2025-2027
STRATEGIC PLAN

2025–2027

STRATEGIC PLAN

Domains and goals at a glance



1

QUALITY

- Improve depression treatments.
- Increase suicide treatment interventions.
- Create clinical dashboards.
- Enhance workplace safety.
- Boost patient satisfaction.



4

ACCESS

- Expand program availability and services.
- Reduce readmission rates.
- Increase services for substance abuse disorders.
- Enhance multi-linguistic education programs.
- Serve more individuals with IDD/ASD.



2

PEOPLE

- Enhance employee engagement.
- Improve recognition programs.
- Promote health and wellbeing.
- Amplify employee voice.



5

COMMUNITY

- Boost community outreach and engagement.
- Reach all Harris County zip codes.
- Expand training programs.



3

INTEGRATION

- Improve integration of behavioral health/IDD and primary care collaboration across outpatient settings.
- Increase housing for mentally ill individuals.
- Improve IDD identification in jails.
- Secure additional managed care contracts.



6

INNOVATION

- Upgrade financial and accounting platforms.
- Establish AI programs in care delivery.
- Develop on-demand clinical services.



1 QUALITY

- 1.1. Improve depression treatment; Increase MDD Remission at 6 Months measure by 5% per year.(Current baseline 8.46%)
- 1.2 Improve use of suicide care pathway by enhancing the number of evidence-based suicide treatment interventions (by one per year) and measure clinical use after implementation. [Enhancement #1, #2, #3 (E1, E2, E3)]
- 1.3 Operationalize just-in-time organizational dashboards for different staff and management levels and disseminate to core programs and departments.
- 1.4 Develop and implement processes to improve patient and employee safety events.
- 1.5 Improve patient satisfaction. (Baseline YTD PI Scorecard FY24 = 87)



2

PEOPLE

- 2.1. Improve employee engagement; Improve overall favorability scores on the annual employee engagement survey.(Baseline FY24 = 65%)
- 2.2 Improve employee recognition; Improve employee recognition favorability scores on annual employee engagement survey. (Baseline FY24 = 42%)
- 2.3 Increase employee health and wellbeing. Improve employee health and wellbeing favorability scores on annual employee engagement survey.
- 2.4 Improve employee voice; Improve favorability scores on employee voice(my opinion counts)on annual employee engagement survey. (Baseline FY24 = 49%)

3

INTEGRATION

- 3.1 Improve integration of behavioral health/IDD and primary care collaboration across outpatient settings. (Baseline FY24= 1554)
- 3.2 Number of individuals with a history of mental illness or IDD housed.(Baseline FY24 = 576).
- 3.3 Improve the identification and care pathways for clients having IDD at Harris County Jail locations.
- 3.4 Expand partnerships with Managed Care Organizations to incorporate medical care services.



4

ACCESS

- 4.1. Add service strategies that either extend program availability or enhance service array for MH/SUD/IDD.
- 4.2 Decrease 30 day readmissions rates to HCPC/SMHF discharges, inclusive of individuals having IDD/ASD.
- 4.3 Increase the number of people served with substance use disorder services
- 4.4 Enhancement of multi-linguistics in clinical education programs to best serve community. (Baseline FY24 = 19.4%Multi-linguistic Students)
- 4.5 Increase the number of children and adults served in IDD/ASD services. (Baseline FY24 = 970)



5

COMMUNITY

- 5.1. Increase The Harris Center reach into the community via outreach and engagement activities for MH/SUD/IDD. (Baseline FY24 = 357 Annually)
- 5.2 Expand The Harris Center's partnerships with local law enforcement and mental/behavioral health providers to include training on the identification, engagement, and referral resources for persons with intellectual and developmental disabilities (IDD) and/or autism spectrum disorders (ASD).
- 5.3 Expand community training through additional curricula and number of people trained related to MH/SUD/IDD. (Baseline FY24 = 1272)



6

INNOVATION

- 6.1. Improve financial and accounting platform
 - FY2025: 1) Implement Monthly Board Financial Package (5 minimum new KPIs as agreed by Board; 2) Conduct Analysis and Proposal for Financial Systems Improvements
 - FY2026: 1) Implement Grant Management System, and 2) Automate Board Financial Package
 - FY2027: Implement 5 Additional Financial Systems Improvements
- 6.2 Establish agency-wide program for incorporating safe artificial intelligence (AI)to MH/SUD/IDD care delivery
- 6.3 Develop and implement The Harris Center HUB (HCHub), an on-demand MH/SUD/IDD clinical service offering convenient, accessible virtual care.