

2019 ANNUAL REPORT

Transforming





Transforming Lives

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
Compassion
Excellence
Integrity
Leadership
Quality
Responsiveness
Safety

The Harris Center is the state-designated Local Mental Health Authority and Local Intellectual and Developmental Disability (IDD) Authority serving Harris County, Texas. As the largest behavioral and developmental disability care center in Texas, The Harris Center provided care to over 79,000 people in fiscal year 2019 and has an annual budget of over \$275 million.

As part of its mission to transform the lives of people with behavioral health and IDD needs in the third largest county in the United States, The Harris Center provides a full continuum of services at 86 different sites across Harris County. In addition, services are provided in more than 42 different languages as well as sign language in order to better serve what is one of the most diverse and multi-cultural communities in the nation.

By utilizing the unique expertise of its more than 2,300 employees, The Harris Center is committed to meeting the behavioral health and IDD needs of Harris County residents and giving them hope to live to their fullest potential.



Message from our Chief Executive Officer & our Board Chairman

Welcome to our fiscal year 2019 annual report. This year marks the first year of the implementation of the 2019-2021 Strategic Plan as The Harris Center team's road map to empower people with behavioral health and IDD needs to improve their lives through an accessible, integrated and comprehensive recovery oriented system of care.

Although only a brief glimpse of our Team's focus and progress for fiscal year 2019, the featured stories in this annual report reflect our passion to deliver on our Center's revitalized

mission to transform the lives of people with behavioral health and IDD needs.

Thank you for taking the time to learn more about our work and celebrate our team's accomplishments. We also thank our entire community and partners for their support, collaboration and partnership in transforming lives.

Jon R. Keeney,
Chairperson, Board of Trustees

Wayne Young,
Chief Executive Officer



MISSION ACCOMPLISHED

Certified Community Behavioral Health Clinic

The Harris Center is now a Certified Community Behavioral Health Clinic (CCBHC). This accomplishment helps pursue our goal to become the most innovative behavioral health system in the country. Being a CCBHC enables The Harris Center to better provide a comprehensive range of mental health and substance use disorder services to vulnerable individuals.



CARF Accredited

As a key goal of our Agency's Strategic Plan to continuously improve our care quality, we worked tirelessly to achieve Certification by the Commission On Accreditation Of Rehabilitation Facilities (CARF). This accreditation is official recognition that an organization is guided by internationally recognized service standards and best practices. The Harris Center received a 3-year accreditation from CARF International for all the programs surveyed (listed on the back cover page).

CARE WITHOUT LIMITS

We implemented and utilized Telepsych services utilizing existing platforms. Systems were installed at outpatient mental health clinics to enable patients to receive care and for providers to work remotely. This year we also began a one-of-a-kind pilot program with the Harris County Sheriff's Office (you will find more details about the CORE pilot in the next pages).

TELEPSYCH PROGRAMS & SERVICES

Follow Up Psychiatric Appointments
Medication Management
Assessment Services

Crisis Response
Meetings & Consultations

INSTALLED, TRAINED, AND IMPLEMENTED TELEHEALTH



11

INTERNAL SITES



3

EXTERNAL SITES

PEOPLE

5,831 Calls via Lifesize between June 2019 – September 2019 (~17,500 annualized)
1,745 Calls between January 2018 – September 2018 (~2300 annualized)



Transforming Lives

THE REACH OF OUR SERVICES IN FY 2019



21.8K Adult Mental Health



5K Children/Adolescent Mental Health

21K IDD & Autism 

4K Forensic Mental Health 

1.8K Diverted from Jail



17K Psychiatric Crisis



274K+ Prescriptions Filled



2.3K+ 911 Crisis Calls Diverted

130K Crisis Line Calls



60,510

Agency-wide Services



19,441

At the Harris County Jail

SUICIDE CARE INITIATIVE

The Harris Center was designated a Regional Suicide Care Support Center by The Texas Health and Human Services Commission. As such, we serve as a technical support and training hub for Local Mental Health Authorities and other community partners in the region. There are only three Regional Suicide Care Support Centers in the State and The Harris Center is honored to serve as a leader in our region on this important issue.

We are a proud participant in the Mayor's Challenge to prevent suicide for veterans and their families. We

became the first Local Mental Health Authority in the State of Texas to have a memorandum of understanding (MOU) directly with the Veterans Administration. This allows us to coordinate care for Veterans and their families getting them immediate access through our Mobile Crisis Outreach Team and linking them to long term behavioral health services. The Governor's Challenge is making the recommendation that a template of our MOU become a standard at all Local Mental Health Authorities in the State. There is even conversation about using this model at the national level.

The Right Talent, Right Now



The Harris Center and the H.E.A.R.T. Program Provided Summer Internships for Individuals with Intellectual and Developmental Disabilities

For many individuals with intellectual and developmental disabilities (IDD), finding jobs out in the “real world” does not always come easy. As part of The Harris Center’s commitment to transform the lives of people with IDD, the agency recently collaborated with the Texas Workforce Commission and the H.E.A.R.T. Program to provide summer internships to individuals with IDD to allow them the opportunity to gain hands-on work experience across our agency’s various programs.

“When [Adrianne] came in, she was eager to learn and she would take instructions very clearly. You could just tell her one time and she would go on her own and complete her tasks,” said Shaskyia Behn, administrative assistant in the contracts department at The Harris Center.





The participants (four from the Texas Workforce Commission, and 26 through the H.E.A.R.T Program) were placed at The Harris Center over the summer in different departments. They performed a variety of tasks such as greeting visitors, filing paperwork, helping maintain the printers, and inputting data.

As the internships came to an end, the H.E.A.R.T Program had a celebration to recognize the interns and their accomplishments. See a video about the program visiting: <http://bit.ly/heart-interns>





Coach

Fitness for All

The obesity rate of those with a diagnosis of IDD is 41.6% compared to 29.2% of the general population. Inequities in the provision of healthcare to individuals with IDD results in poor health, limited community participation and reduced quality of life. 28% of adults with disabilities reported feelings of sadness, unhappiness and depression preventing

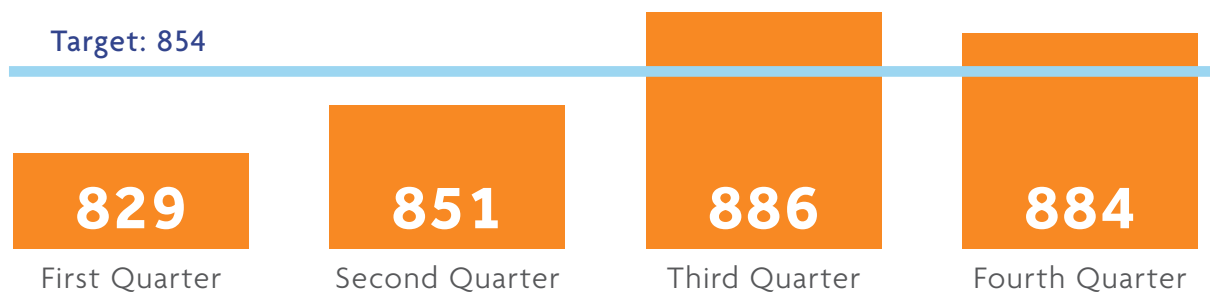
them from being active. Barriers to fitness include few facilities, programs, or instructors offer modified exercise for individuals with disabilities, lack of time, limited income and lack of awareness.

The Harris Center and Bloom Fitness have partnered to provide group fitness classes for individuals 16 years of age and older who have a diagnosis of intellectual disability and/or Autism. Participants have fun with their peers, learn about health and build self-esteem as they join a growing fitness community.

Watch a video clip of a cycling class visiting:
<http://bit.ly/bloom-fitness>

IDD Programs

FY19 Service Totals





New Access Points

For our outpatient mental health services



Open Saturday

Four of our outpatient mental health clinics now have Saturday availability for adults seeking to enroll in services.



Telehealth Empowered

All clinics are now telehealth capable with technology and training completed.



A new starting point

Eligibility Services now available at the Joint Processing Center.



Integrated Care

Primary Care Physician services (PCP) are now offered at our Northeast Clinic and at the Northwest Clinic.

Outpatient Mental Health Services FY19 Accomplishments

Supported Housing
assisted



399

clients with rental
funds: **\$785,149**

of housing assistance

We established relationships
with 41 new employers and
assisted



449

patients in gaining
employment

Continuity of Care Program formed a working group in
collaboration with the University of Texas Harris County
Psychiatric Center (HCPC) for a discharge connection
tracking system.

We tracked

6,642

HCPC discharges to connect
these individuals with
ongoing services to support
their recovery journey.

Increased Assertive Community



Treatment caseload by

22% since the start
of the project.

This high intensity program
promotes recovery to
reduce re-hospitalization
and recidivism.

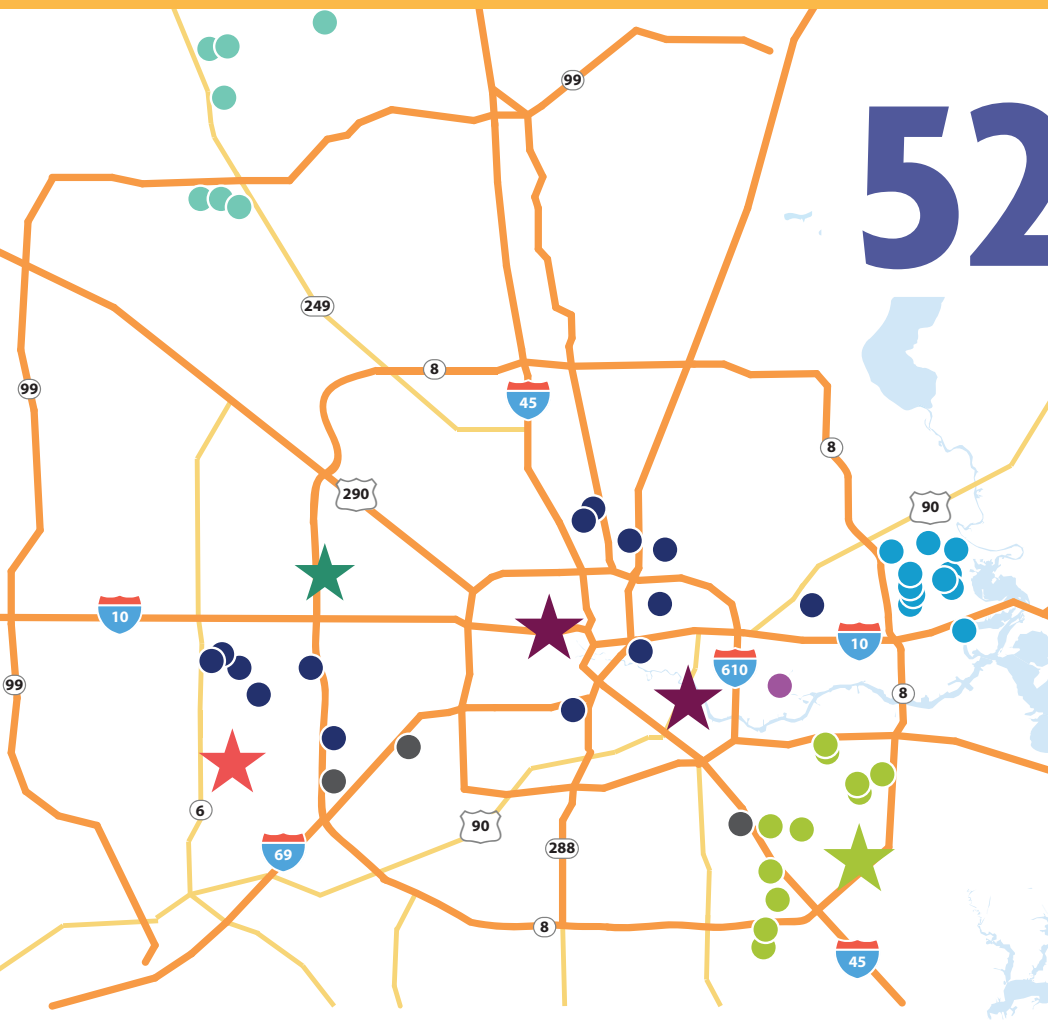


Tobacco cessation groups
started at all clinics

52

Co-Location sites for Children and Adolescents bring mental health services to children and their families within the community. Partnering with local Independent School Districts and the City Health and Human Services Department, it provides easy access to our services with minimal disruption to their daily life.

- Case management
- Cognitive Behavioral Therapy (CBT)
- Skills Training
- Medication Training and Supports
- Family Partner services
- ★ Psychiatric services



Alief ISD

Killough Middle School - 7600 Synott Rd, Houston

Channelview ISD

Kolarik Kolarik 9th Grade Center - 1120 Sheldon Rd, Channelview
 McMullan Elementary School - 1290 Dell Dale St, Channelview
 Alice Johnson Middle School - 15500 Proctor St, Channelview
 Anthony Aguirre Junior High - 15726 Wallisville Rd, Houston
 Crenshaw Elementary School - 16204 Wood Dr, Channelview
 Harvey Brown Elementary School - 16550 Wallisville Road, Houston
 Schochler Elementary School - 910 Deerpass Dr, Channelview
 Cobb Elementary School - 915 Dell Dale St, Channelview
 Channelview High School - 1100 Sheldon Rd, Channelview
 De Zavala Elementary School - 16150 2nd St, Channelview
 Hamblen Elementary School - 1019 Dell Dale, Channelview

Houston ISD

Paul Revere Middle School - 10502 Briar Forest Dr, Houston
 Ray Daily Elementary School - 12909 Briar Forest Dr, Houston
 Shadowbriar Elementary School - 2650 Shadowbriar Dr, Houston
 Robinson Elementary School - 12425 Wood Forest Drive, Houston
 MacGregor Elementary School - 4801 La Branch St, Houston
 Fleming Middle School - 4910 Collingsworth St, Houston
 Bruce Elementary School - 510 Jensen Dr, Houston
 Cook Elementary School - 7115 Lockwood Dr, Houston
 Paige Elementary School - 7501 Curry Rd, Houston
 Burbank Middle School - 315 Berry Rd, Houston
 Sam Houston MSTC High School - 9400 Irvington Blvd, Houston
 Yes Prep West - 10535 Harwin Dr, Houston
 West Briar Middle School - 13733 Brimhurst Dr, Houston
 Westside High School - 14201 Briar Forest Drive, Houston

Galena Park ISD

Galena Park High School - 1000 Keene St, Galena Park

Pasadena ISD

Atkinson Elementary School - 9602 Kingspoint Rd, Houston
 Thomas Hancock Elementary School - 9604 Minnesota St, Houston
 De Zavala Elementary School - 101 Jackson Ave, Pasadena
 Pasadena Summit Alternative Campus - 1838 East Sam Houston Pkwy S, Pasadena
 Pasadena High School - 206 South Shaver, Pasadena
 Dr. Dixie Melillo Middle School - 9220 Hughes Rd, Houston
 Park View Intermediate School - 3003 Dabney Dr, Pasadena
 Tegeler Career Center - 4949 Burke Rd, Pasadena
 Dobie High School - 10220 Blackhawk Blvd, Pasadena
 Pearl Hall Elementary - 1504 9th St, South Houston
 South Houston Intermediate School - 900 College Ave, South Houston
 Sam Rayburn High School - 2121 Cherry Brook Lane, Pasadena

Spring Branch ISD

Spring Branch West Support Campus - 2100 Shadowdale Dr, Houston

Tomball ISD

Tomball High School - 30330 Quinn Rd, Tomball
 Tomball Junior High School - 30403 Quinn Rd, Tomball
 Tomball Intermediate School - 723 W. Main, Tomball
 Creekview Elementary School - 8877 New Harmony Trail, Tomball
 Oak Crest Intermediate - 18202 Shaw Road, Cypress
 Tomball Memorial High School - 19100 Northpoint Ridge Lane, Tomball
 Willow Creek Elementary School - 18302 N Eldridge Pkwy, Tomball

Charter Schools

Texans Can Academy - Houston Hobby - 9020 Gulf Freeway, Houston
 Texans Can Academy - Houston Southwest - 9745 Bissonnet St., Houston
 Houston ReVision - 6856 Bellaire Blvd, Houston

City of Houston

Heights West End Multi Service Center - 170 Heights Blvd, Houston
 Magnolia Multi Service Center - 7037 Capitol St, Houston



FIRST: Family Intervention Restorative Services of Texas

The FIRST program is a diversion program for juveniles with pending criminal charges resulting from a domestic misdemeanor offense.

It is designed to negate the filing of criminal charges on the juvenile and allow the juvenile and their family to receive mental health services in lieu of detention and a judicial proceeding.

The expectation is to empower the family unit by teaching coping and communication skills necessary to avoid future situations requiring law enforcement involvement.

Program Graduates from the six-month program follow through on treatment goals established with the family and the clinician and meet all requirements established by the Juvenile Probation Case Manager.

The FIRST program is a collaboration between:

- The Harris County District Attorney's Office
- The Harris County Juvenile Probation Department
- The Harris Center
- Texas Department of Family Protective Services



We had our first program graduation of 15 youth. On the second graduation, 39 youth graduated. The number of graduates is expected to continue to grow.

CORE: Clinician and Officer Remote Evaluation

The Clinician and Officer Remote Evaluation pilot program (CORE) is a partnership of The Harris Center and The Harris County Sheriff's Office (HCSO). A tablet and a HIPAA-compliant technology platform is utilized to connect a law enforcement officer and a crisis mental health clinician at The Harris Center to provide assessment in the community on a mental health crisis 911 call.

The Harris Center/HCSO CORE program is the future of policing regarding law enforcement response to people with mental illness.



Increased Productivity

71% of the deputies responded that the clinician/psychiatrist helped them handle the call in a shorter period of time. Average length of call was 24 minutes.



Force Multiplier

This program provides nine deputies with full-time access to a masters-level clinician from The Harris Center.



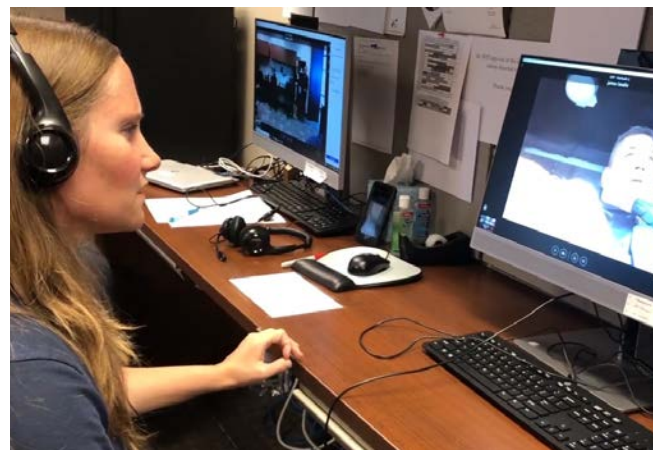
Decreased Wait Time

Deputies currently have to wait significant periods of time for a Crisis Intervention Response Team unit to drive to their scene. This is eliminated by providing deputies throughout the county with iPads.



More Effective Disposition

83% of the deputies responded having access to a clinician helped them decide what course of action to take with a consumer while at the incident



Comprehensive Psychiatric Emergency Programs FY19 Service Totals

16,103



Psychiatric Emergency
Center Visits

1,313

Crisis Stabilization
Unit Admissions



4,410

Individuals reached
by Mobile Crisis
Outreach services



3,498

Contacts made by the
Crisis Intervention
Response Team (CIRT)



860

CIRT Contacts
Resolved on scene



1,165

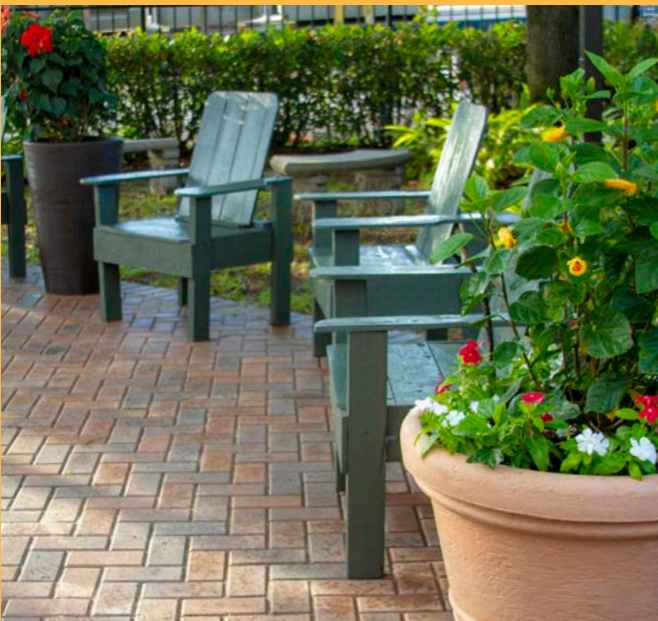
Admissions to Crisis
Residential Units

HOT: The Homeless Outreach Team collaborates with Houston Police Department's Mental Health Division Homeless Outreach Team to provide outreach and care coordination of services to link and coordinate individuals who need assistance in accessing housing, community services, primary and behavioral healthcare.



Judge Ed Emmett Mental Health Diversion Center

This voluntary program serves as a one-stop shop for law enforcement to divert (from jail) persons with mental illness who have been picked up for low-level, non-violent offenses, like trespassing



The service array includes:

- Triage, assessment, 24-48 hour observation, and short-term crisis respite beds.
- Peer engagement and psychosocial-rehabilitation.
- Integrated care and individual treatment plans to assist with stabilization.
- Comprehensive discharge planning and post-release case management
- Post-discharge access to wraparound services, such as substance abuse treatment and housing, developed through partnerships.

Aftercare, Post-Release Services:

- Intensive Community Based Case Management
- Psychiatry and medication management
- Psychosocial programming
- Respite beds
- Crisis Housing Supports and Permanent Supportive Housing
- Detox/Residential Substance Use Disorder Services
- Peer support



2,068

Outreach contacts by our Projects for Assistance in Transition from Homelessness



2,878

Individuals reached by the Homeless Outreach Team

Successes by Forensic Mental Health Programs

Dual Diagnosis Residential Program

The Dual Diagnosis Residential Program (DDRP) is an evidence based model to address mental health, substance abuse and criminality in a highly structured environment focusing on psychiatric and medical stabilization, pro-social lifestyles and cognitive behavior treatment.

**from 60 to
100 Beds**

The program capacity for this unit increased from 60 to 100 beds.

ON TOP

DDRP implemented mobile tele-medicine capabilities on site, and ranked among the top of 255 programs surveyed by the University of Cincinnati Corrections Institute.

**93%
no re-arrests**

Of the 178 DDRP admissions this year, 93% successfully completed the program and were not re-arrested.

Harris County Sheriff's Office
Jail Mental Health Services

**Fully-
Accredited**

Medical and Mental Health
Services received full accreditation
from National Commission on
Correctional Healthcare.





AOT: Assisted Outpatient Treatment Pilot

A collaboration between The Harris Center, the University of Texas Harris County Psychiatric Center, and Probate Court 3 (Judge Jason Cox and Judge Amy Parsons), the Assisted Outpatient Treatment pilot (AOT) delivers outpatient treatment under court order to adults. By creating a partnership between the individual and the mental health system, AOT greatly increases medication adherence, reduces costs from hospital readmission and other revolving-door circumstances and promotes mental health recovery in qualifying individuals.

National expertize to launch this initiative was provided by the Treatment Advocacy Center.



98% Re-integrated

Of the 519 defendants with mental illness and substance use served by the Peer Re-Entry Programs, 98% were successfully re-integrated back into the community.



Juvenile Justice Programs

TRIAD is a consortium by the Harris County Protective Services, the Juvenile Probation Department and The Harris Center. TRIAD provides consistent comprehensive residential and supportive services to youth in the Juvenile Justice Department. Many of these youths have experienced trauma, lived in unsafe environments and have mental health needs that require crisis intervention, individual or group counseling, family counseling and emergency shelter. TRIAD services consist of the Children's Evaluation Unit at the Juvenile Detention Center in Downtown, and the Children's Mental Health services unit at the Youth Services Center at Chimney Rock.

The TRIAD Children's Evaluation Unit expanded intake availability to families: Instead of traveling to downtown, our families can now receive services at the Youth Center on Chimney Rock.

Of the 35,915 youth served in the Juvenile Justice Program,

99% were re-integrated

back with their family and in the community.



Increased Access to Care for adult offenders with a diagnosis of mental illness who are on parole or probation

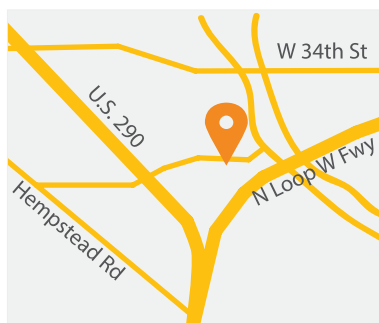
Access increased by offering New START* services at three sites. Program participants are located all across Harris County, the largest county in the state of Texas. Before the decentralization, only one location was available for access to the continuity of care and intensive case management.

Multiple limitations, such as personal transportation - dependency on others or the public transportation system - presented barriers for care. Multiple location options increase the program compliance and success rates.

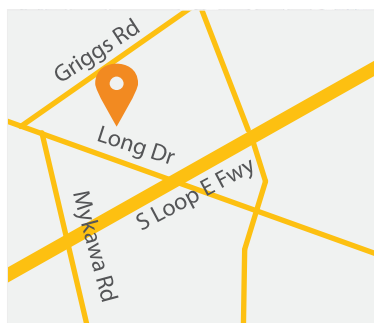
The New START clinic at 6032 Airline Drive was decentralized into three of the current agency Mental Health Outpatient clinic sites:

- North West (NW) Clinic @ 3737 Dacoma
- South East (SE) Clinic @ 5901 Long Drive
- North East (NE) Clinic @ 7200 N Loop East Freeway

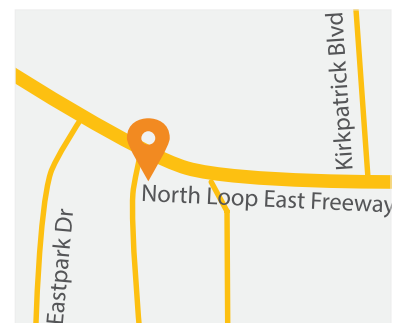
New START: Specialized Team of Advocates and Rehabilitation Therapists - Funded by the Texas Correctional Office on Offenders with Medical or Mental Impairments (TCOOMMI)



3737 Dacoma St



5901 Long Drive



7200 N Loop East Freeway

24-Hour Mental Health Crisis Line



A caring listening ear



Open and honest communication even about difficult subjects



Brainstorming for ways to cope and stay safe



Collaborative problem solving for appropriate solutions



Continued support after the call



Crisis Center Excellence Award 2016 & 2018

39

Counties Served

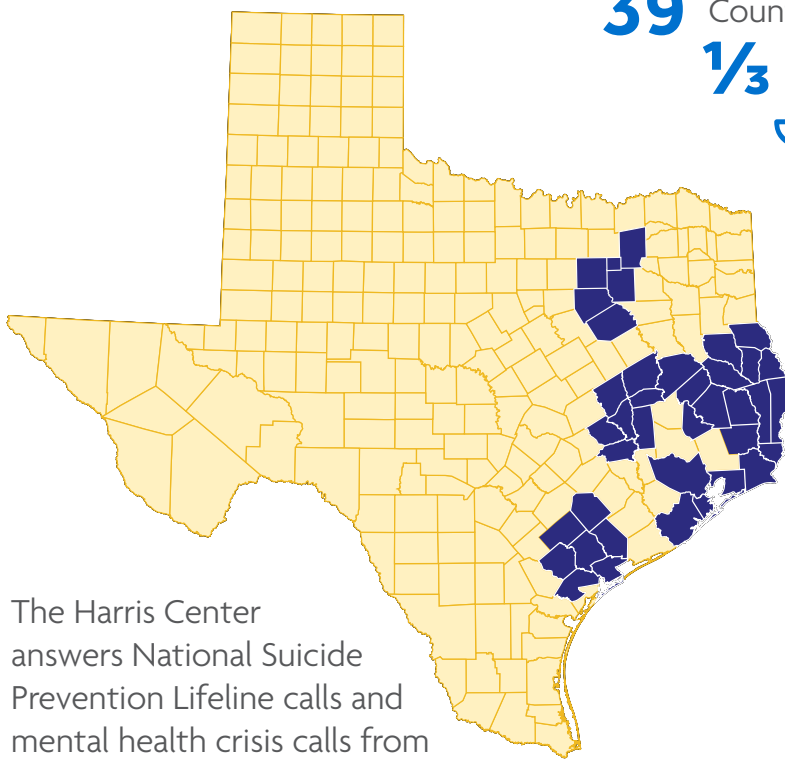
1/3

Of the Texas Population

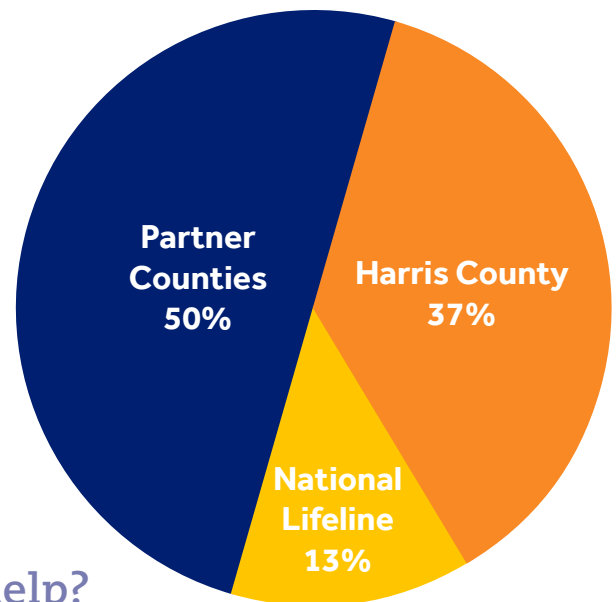


Accredited by the American Association of Suicidology and the Commission on Accreditation of Rehabilitation Facilities

130K Annual Calls



The Harris Center answers National Suicide Prevention Lifeline calls and mental health crisis calls from Harris and 38 partner counties.



What happens when someone reaches out to The Harris Center for help?

FOX26 aired a special news series on teens in crisis. This resulted in a great opportunity to properly shine a light on mental health issues teens face. The Harris Center was tasked with helping viewers understand what happens when people reach out for help, hoping that they will be more likely to seek professional help if and when they need it. Three of our programs were featured.

Watch the news clip using this link: <http://bit.ly/ServiceAccess>

FISCAL YEAR 2019 FINANCIALS

REVENUES

State grants & programs	\$ 113,228,586
Federal grants	\$ 66,212,036
Harris County allocation	\$ 40,065,808
Local billings	\$ 31,459,424
Investment earnings	\$ 2,033,244
Miscellaneous	\$ 3,774,583
Total revenues	\$ 256,773,681

EXPENDITURES

Current

Adult mental health	\$ 82,351,413
Intellectual & Developmental Disabilities	\$ 35,685,945
Child and adolescent	\$ 22,637,285
Crisis center	\$ 47,068,991
Community hospital (payment to HCPC)	\$ 34,546,935
General administration	\$ 23,322,527

Debt service

Principal	\$ 1,091,429
Interest and other charges	\$ 60,238
Total expenditures	\$ 246,764,763

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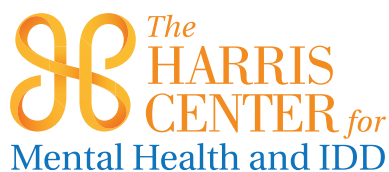


soundcloud.com/the-harris-center



Accredited programs and services: Assertive Community Treatment: Mental Health (Adults) • Call Centers: Mental Health (Adults) • Call Centers: Mental Health (Children and Adolescents) • Case Management/Services Coordination: Mental Health (Children and Adolescents) • Crisis Intervention: Mental Health (Adults) • Crisis Intervention: Mental Health (Children and Adolescents) • Crisis Stabilization: Mental Health (Adults) • Outpatient Treatment: Mental Health (Adults) • Outpatient Treatment: Mental Health (Children and Adolescents) • Outpatient Treatment: Mental Health (Juvenile Justice) • Behavioral Consultation Services (Autism Spectrum Disorder - Adults) • Behavioral Consultation Services (Autism Spectrum Disorder - Children and Adolescents) • Community Housing • Services Coordination • Services for Children and Youth: Early Intervention Services

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