



# Strategic Plan FY 2020-22

## Strategic Plan 2020-2022

Integral Care is a mission-driven organization that helps people build health and well-being so that everyone has the foundation to reach their full potential. We support adults and children living with mental illness, substance use disorder and intellectual and developmental disabilities in Travis County.

As the designated Local Mental Health Authority (LMHA) and Local Intellectual and Developmental Disability Authority (LIDDA) for Travis County, Integral Care evaluates the needs of the community and plans, develops policy, coordinates services and uses resources to address those needs. Founded in 1967, Integral Care has evolved from a small presence on Red River Street to an organization of more than 900 employees working in more than 45 locations and through mobile teams to deliver direct care to more than 27,000 individuals across the community. Support is provided to thousands more through connection to our network of contract providers and our 24/7 crisis helpline.

Achieving our vision of Healthy Living for Everyone is only possible through a commitment to creating value, continuing innovation and strengthening connection. Underlying this are our organizational values: People, Integrity, Excellence, Leadership and, added this year, Transparency. Through embracing our values and staying focused on our mission of improving the lives of people living with mental illness, substance use disorder and intellectual and developmental disabilities we will continue to strengthen our community and help people build health and wellness and reach their full potential.

### Mission

Integral Care's mission is to improve the lives of adults and children living with mental illness, substance use disorder and intellectual and/or developmental disabilities in Travis County.

### Vision

Healthy living for everyone

### Values

Integral Care will strive to uphold core values related to people, integrity, excellence, leadership and transparency.

**People:** Integral Care's greatest strength is people – our clients, their families, our staff and the community. We promote a culture built on trust, respect, teamwork, communication, creativity and collaboration in an environment that fosters equal opportunity for everyone.

**Integrity:** Integral Care delivers on its promises and is accountable for its performance by working towards open and honest dialogue with clients and staff, while cooperating within and across organizations to deliver the most positive outcomes.

**Excellence:** Integral Care is committed to continuous improvement in our systems and service delivery.

**Leadership:** Integral Care collaborates, advocates, educates, and trains across systems and the community to build support for people living with behavioral health and IDD needs.

**Transparency:** Integral Care seeks to strengthen collaboration and trust with our stakeholders, collaborators, funders and clients by listening, hearing feedback and communicating clearly.

## **Integral Care Proud to be a Certified Community Behavioral Health Clinic**

In 2018, Integral Care achieved the important goal of obtaining Certified Community Behavioral Health Clinic (CCBHC) designation from the Substance Abuse and Mental Health Services Administration (SAMHSA). This achievement illustrates commitment to offering comprehensive, person-centered care that is trauma-informed and recovery-oriented. We adopted new national guidelines that standardize operations for mental health, substance use, community based and physical health care services.

CCBHC standards promote better access to high quality care for people with serious mental illness, those with severe substance use disorders, children and adolescents with serious emotional disturbance and those with co-occurring mental, substance use or physical health disorders. The CCBHC model puts an emphasis on the provision of 24-hour crisis care, culturally competent care for veterans, utilization of evidence-based practices, care coordination and the advancement of the integration of behavioral health and physical health care. As early adopters of CCBHC standards, Integral Care is positioned to help guide nationwide policy.

Integral Care’s 2020-2022 Strategic Plan reflects the intersection of mental illness, substance use disorder and IDD with multiple systems and the evolution of public policy, health care systems and funding mechanisms. Our previous strategic plans serve as the foundation for this one, with sustained commitment to core business and strategies. This Strategic Plan prioritizes the work Integral Care must do to listen to collaborators, clearly communicate our role and ensure strategies are aligned. The plan is designed to be a flexible, adaptable tool. It can be updated in response to changing conditions and priorities in our community and can be used to help determine the feasibility of new opportunities.

## **Evolving Role of Integral Care**

The approaches to meeting the needs of people living with mental illness, substance use disorder and/or IDD continue to strengthen and evolve. Today, there is recognition that people often live with multiple health conditions and issues such as stable housing and access to healthy food have an impact on overall health. Treating conditions in isolation from one another is less effective and potentially more expensive. Additionally, the people we serve are engaged with and intersect with multiple systems – schools, juvenile justice, first responder, criminal justice and more. This requires that Integral Care continue to develop new strategies and build more partnerships in order to connect people to the care and resources they need to thrive. Further influencing access to care today is the changing reimbursement environment. In health care, proof of providing service is no longer sufficient. Demonstrating improvements in health, the experience of persons served and reduced costs for delivering care are increasingly linked to payment. For individuals living with IDD, changes in state policy and payments are impacting access to safe, accessible community living arrangements. To remain effective and sustainable in this environment, Integral Care must continue to evolve, building on the foundation we have laid in recent years.

Integral Care is committed to providing a strong foundation for the overall well-being of persons we serve, navigating the new frontier with innovative approaches that integrate the many factors supporting health, stability and independence as we respond to the needs of our community.

Integral Care has cultivated significant change over the past decade to adapt and expand its role in the community to align with evolving community goals and expectations. Integral Care’s new service models integrate physical and behavioral health care, behavioral health and IDD, deliver care outside of the office based setting to meet people where they are and foster deep relationships and collaborations with local clinical, social service, advocacy and commercial organizations. Internally, our capacity to do this work is stronger - expert staff at all levels and more robust administrative and data – are the foundation for continued operational excellence.

### **Integral Care’s Future (2020-2022)**

Integral Care continues our commitment to providing trauma informed, culturally competent care that is responsive to the needs of the individual, helping them build health and well-being. We will ensure that our community can have confidence that a system of supports is in place across our community that foster health and independence. As a key change agent in Travis County, Integral Care plans in the next three years to build upon our strong operational and clinical foundation to:

- Seek out, pilot, deploy and bring to scale innovative care models
- Create strong integrated physical and behavioral health care practices, whether this care is delivered in the clinic setting, the community or elsewhere to best meet the need;
- Work in partnership to address the social, economic and environmental factors that impact outcomes;
- Develop robust data systems that support the shift to value based care
- Secure sustainable resources to support our work, including a stronger alignment with the rebranded Integral Care Foundation
- Connect in new ways with mission-driven organizations and the community to plan for and meet the needs of Travis County

Over the next three years (2020-2022), Integral Care will demonstrate this commitment by consistently developing operations and offering programs that ensure the availability of high quality services for Travis County residents with serious mental illness, substance use disorder and intellectual and developmental disabilities.

Above all, Integral Care recognizes that our effectiveness and the health of our community depends upon strong relationships nurtured and sustained with our staff, clients, and stakeholders, government, clinical and social service providers, philanthropic and for-profit organizations. Working together with a shared mission to improve the health and well-being of the people in Travis County we will create a stronger community. Integral Care looks forward to this future.

## **2020-2022 Strategic Planning Process**

To develop the 2020-2022 Strategic Plan, Integral Care worked with Health Management Associates, Inc. (HMA), a consulting firm specializing in advising publicly-funded health care systems, to facilitate the strategic planning process. The planning process evolved this cycle to reflect the addition of new partners and increased stakeholder participation, intentionally expanding the reach to incorporate diverse perspectives of the community members with whom Integral Care works and serves. HMA solicited and reviewed feedback from multiple stakeholders including the nine members of the Integral Care Board of Trustees, Integral Care's executive management team and key external stakeholders representing broad categories including clinical care partners, funders, policymakers or influencers, people in receipt of behavioral health services and other invested agencies. The HMA team, which included subject matter experts in strategic planning and behavioral health, analyzed the results of this data collection and worked iteratively with the Integral Care executive management team and Board of Trustees to develop this strategic plan.

# Strategic Plan 2020-22 Goals & Strategies



## CREATE VALUE

Ensure operational excellence, sustainability, and value

- Provide culturally competent and trauma-informed care
- Retain, recruit, train and diversify staff
- Use data to support/drive decision making, research, planning and communications
- Implement new payment opportunities based on innovation, value and improved outcomes
- Leverage existing resources and secure new funding from diverse sources



## INNOVATE

Embrace effective models of care to ensure equity, access, value, and quality

- Implement new models of care and scale most effective methods
- Develop new services in response to emerging populations and needs
- Sustain services that demonstrate improvement in health and well-being
- Incorporate innovative technologies to enhance care
- Address the physical, social, environmental and economic factors that impact health



## COMMUNICATE, COLLABORATE & CONNECT

Enhance public trust and collaborations to address community needs

- Listen to and learn from staff, clients, providers and other stakeholders
- Diversify alliances and utilize the unique strengths of all collaborators
- Expand knowledge of community needs, best practices and solutions
- Share our expertise broadly through training, publications and other methods
- Communicate our role, accountability and impact