



# Integral Care



## Strategic Plan

FY 2021-22

## Strategic Plan 2021-2022

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, Texas.

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 works to address those needs through collaborative system planning, credentialing a network of providers and delivering a range of direct services. Founded in 1967, Integral Care has evolved from a small presence on Red River Street to an organization of more than 1000 employees working in more than 45 locations and through mobile teams to deliver direct care to more than 30,000 individuals across the community.

Significant events of 2020 are impacting communities at every level. The global COVID-19 pandemic brought about rapid change that no one could predict and its full impact is still unknown. Recovery is anticipated to take years. On the heels of the pandemic, our nation experienced a renewed call for equity and justice for people of color after another African American was killed by police. A clear and urgent next step forward is to eradicate institutional racism and structural inequities. The Board/Staff Task Force on Racial Equity will identify, correct and monitor the organization's progress in creating a culture of racial equity, inclusion and belonging. This work intersects all 16 areas under the 3 goals.

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 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

### 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.

intellectual and developmental disabilities we will continue to strengthen our community and help people build health and wellness and reach their full potential.

This 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. This plan is designed to be a flexible, adaptable tool. This plan revision for FY2021 incorporates shifts Integral Care needs to make in response to changing conditions and priorities in our community.

## **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 access to supports such as stable housing, healthy food and health care have an impact on overall health. A holistic approach to treatment of health conditions and the recognition of the impact of factors such as environmental and social conditions on health create the opportunity for greater impact and less cost. Additionally, the people we serve are engaged with and intersect with multiple systems – schools, juvenile justice, first responder, criminal justice, acute medical and more. This requires that Integral Care continue to develop new strategies and build more and stronger collaborations 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.



The changes brought about by the COVID-19 pandemic influenced Integral Care to rapidly transition services from face to face to virtual delivery. To remain viable, we will need to remain alert and responsive as the healthcare environment shifts due to issues such as the pandemic. Monitoring the economic and financial impact of the pandemic is also critical to our future. Adjusting Care delivery methods while aligning with shifting payment models and available funding will be essential.

In recent years, Integral Care made significant commitments to strengthening the organization in areas of staff diversity and creating welcoming services for anyone seeking care. Establishing training requirements for all staff in care for culture and trauma informed care, casting the net wider when recruiting staff, making services accessible in 15 languages and staying focused on achieving the CLAS standards are ways the organization has made progress. Yet there is more to do - Integral Care must stay open to feedback, actively look for areas where we fall short, identify necessary changes and take action to ensure that Integral Care is a place all people want to work and/or receive care. To remain effective and sustainable, 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 innovative 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 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, more robust data, improved training and stronger administrative infrastructure – create the foundation for continued operational excellence. This is a strong base from which to tackle new challenges.

## Looking to the Future

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 that foster health and independence. As a key change agent in Travis County, Integral Care plans in the next two years to build upon our strong operational and clinical foundation to:

- Work to create more equitable access to services and continue to build an organization that values diversity and equity
- 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 virtually, in the clinic setting, the community or elsewhere to best meet the need;
- Collaborate with other organizations to address the social, economic and environmental factors that impact health status and outcomes;
- Develop robust data systems that support the shift to value based care
- Secure sustainable resources to support our work, including a stronger alignment and integration with the Integral Care Foundation
- Connect in new ways with mission-driven organizations and the community to plan for and meet the needs of Travis County residents

Over the next two years (2021-2022), 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.

## Strategic Plan 2021-22 Goals & Strategies



### CREATE VALUE

Ensure Operational Excellence, Sustainability, Value and Equity

- Provide culturally competent and trauma informed care that fits the unique needs of people from different backgrounds and cultures
- Recruit and retain a workforce that reflects the communities that we serve
- Strengthen organizational culture and training to support an inclusive and welcoming workplace
- Use data to support/drive decision making, equity, 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
- Adapt and remain flexible to respond to emerging populations, emergent needs, crises and disasters
- Sustain services that demonstrate improvement in health and well-being for everyone we serve
- Incorporate innovative technologies to enhance care and create greater access for hard to reach communities
- Address the physical, social, environmental and economic factors that impact health



### COMMUNICATE, COLLABORATE & CONNECT

Enhance public trust and collaborations to address the needs of all communities

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