



Strategic Plan

FY 2022

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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 located in one building to an organization of more than 1000 employees working in locations across Travis County and through mobile and community based teams to deliver direct care to more than 30,000 individuals across the community.

Significant events of 2020 and continuing into 2021 and beyond are impacting and shaping the work of Integral Care at every level. The global COVID-19 pandemic:

- Sparked an increase in mental health needs across all communities, including anxiety and depression. Reports indicate that children, youth and young adults are most impacted.
- Impacted people with Intellectual and Developmental Disabilities (IDD) due to increased isolation and complex health needs.
- Contributed to increased substance use such that the nationwide gains made in overdose prevention were eroded as deaths due to overdose rose again.
- Is driving significant workforce shortages as people are leaving the workforce to address needs at home, reevaluate their quality of life and how to remain safe and support personal wellbeing.

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.

These challenges are offset, in part, by unforeseen benefits of the pandemic. The first is the significant increase in the awareness of mental health issues across the country and the world, which is helping to reduce stigma and encouraging people to seek care. The second is the expansion of telehealth and telephone services in lieu of in person services. While this delivery mode does not work for all, it is effective in reaching families and children, among others.

The killing of George Floyd in May 2020 reignited the movement to end marginalization and disparate treatment based on race. This tragedy is leading to positive efforts across the country to finally address structural and institutional racism and strengthen inclusion and expand opportunity. In addition, this murder launched a movement to reimagine public safety, a multifaceted issue. Too often, individuals living with brain based disorders such as mental illness and substance use are diverted to public safety and criminal justice systems instead of receiving the healthcare they need. And racial and ethnic minority populations are disparately targeted and impacted by these systems. This creates an opportunity to reimagine behavioral health by treating them like all other health conditions, be it heart disease, diabetes or cancer. A more robust social service and behavioral health system can improve health outcomes and wellbeing while reducing engagement with systems created to address crimes. Similarly, people experiencing homelessness as well as individuals living with IDD, who may also struggle with behavioral health issues, are often engaged with systems that cannot serve them or help them solve their issues. Locally, African Americans are disproportionately experiencing homelessness. Ending homelessness is a leading issue in our community.

Another overarching imperative for Integral Care is to build an organization that is inclusive, grounded in equity, and where everyone feels welcome to work and seek services. Achieving our vision of Healthy Living for Everyone is only possible when we possess the courage and fortitude to tackle the challenges and take advantage of the opportunities before us at this unique point in our history. Integral Care is committed, for as long as it takes, to eradicate institutional racism and structural inequities. Integral Care's 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 intersects every aspect of our work. Racial inequity is woven through every challenge and cannot be ignored. By building a more diverse and inclusive organization we will be more effective in tackling our communities' most pressing issues and meeting our vision and mission.

In FY22 we will continue to create value, strengthen innovation and build connections across Travis County. 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 intellectual and developmental disabilities we will continue to strengthen our community and help people build health and wellbeing and reach their full potential.

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.

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 FY2022 incorporates shifts Integral Care needs to make in response to changing conditions and priorities in our community.

Integral Care Today, Tomorrow and Beyond

The best 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. Connecting people to the care and resources they need to get on a path to recovery and improved wellbeing requires new financing strategies, continuous innovation and strong relationships across the community. To remain effective, sustainable and responsive to community needs and expectations, Integral Care must continue to evolve, building on the foundation we have laid in recent years.

In the year ahead, 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 continue to strengthen the system of supports necessary to foster health and independence. Whether an individual is at home, on the streets or in school, we will work with them, to access quality, innovative care. In the next year, Integral Care will focus on:

- Building an organization that values equity and diversity while supporting more equitable access to services either directly or through our network of community providers as guided by Integral Care’s Racial Equity Plan
- Ensuring we have a talented, diverse team of employees who feel welcome and supported by the organization
- Implementing new innovative care models while working to ensure that core services that support long term recovery and wellbeing are available
- Delivering care in a manner that best meets the needs of the client, virtually, in the clinic setting, the community or elsewhere
- Collaborating with other government agencies, criminal justice stakeholders and advocacy organizations to divert people away from public safety and criminal justice settings and into care that better meets their needs
- Increasing transparency and education so that any stakeholder can find the information they seek, understand our services and financing
- Securing sustainable resources to support our work, including expanding our efforts to raise funds from non-traditional sources.
- Connecting in new ways with mission-driven organizations and the community to plan for and meet the needs of Travis County residents

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