



To support the health and well-being of Travis County residents living with mental health challenges, substance use disorders, and intellectual and developmental disabilities

Strategic Plan FY2026–2028



Letter from the CEO

Dear Integral Care Community,

Integral Care is at a pivotal moment in its history. As the Local Mental Health Authority (LMHA), Integral Care plays a unique leadership role in connecting systems and people to ensure coordinated behavioral healthcare for all. Across Travis County and our region, the need for high-quality behavioral health and intellectual and developmental disability services has never been greater. And while the demands on public systems are increasing, so too is our commitment to meeting them — with care, courage, and clarity.

This strategic plan reflects the balance of realism and optimism, of progress and possibility. It is rooted in our values, guided by our vision, and shaped by the wisdom of our staff, our community partners, and our community.

Over the next three years, this plan will serve as our roadmap. Anchored in a Continuum of Care — from promotion and prevention to treatment and recovery — it centers on collaboration, health equity, and data-informed decisions. It outlines bold goals and the infrastructure we'll need to achieve them. And most important, it reflects our belief in what's possible when we move forward together.

We will monitor our progress using key performance indicators that reflect client outcomes, staff engagement, health equity benchmarks, and financial sustainability. Regular updates will be shared through annual reports and internal biannual reviews to ensure transparency and shared accountability.

To everyone reading this — whether you are a staff member, a client, a community partner, or a community advocate — thank you. Your voice, your trust, and your persistence make this work real. We're honored to do this work — and ready to take our next step. Together.

With gratitude and resolve,

Jeff Richardson
Chief Executive Officer

Mission, Vision, and Values

MISSION

To support the health and well-being of Travis County residents living with mental health challenges, substance use disorders, and intellectual and developmental disabilities.

VISION

Mental Health and Well-Being for Everyone

VALUES

People
Access
Integrity
Excellence
Collaboration
Compassion
Community

Community Commitment Statement

Integral Care exists to support the mental health and well-being of everyone in our community — no matter their background, income, or life circumstances. Every day, Integral Care’s team walks alongside individuals and families facing complex challenges, helping them navigate care, find stability, and thrive.

Our work matters because the need is real — and growing. As the Local Mental Health Authority (LMHA) and Local Intellectual and Developmental Disability Authority (LIDDA) for Travis County, Integral Care plays a unique role in connecting our most vulnerable neighbors to care, guiding system partners, and advocating for solutions that meet people where they are. Integral Care is not just a provider — we are a leader, a connector, a collaborator, and a voice for access across the behavioral health system.

This plan reflects our deep commitment to the people of Central Texas. It’s a roadmap rooted in hope, built on trust, and grounded in the belief that mental well-being is possible — for everyone.

Gathering Input

As we created our FY26-28 Strategic Plan, Integral Care engaged the community to gather feedback from our team members, collaborators and stakeholders. We analyzed external opportunities and challenges facing our organization, examined our internal strengths and weaknesses, and we held work sessions with our Board of Trustees to reflect on these critical findings and discuss priorities for our future. This process informed the goals that will lead Integral Care’s work over the next three years.

Strategic Plan Pillars



Lead through collaboration and system connection



Deliver on a full Continuum of Care



**Advance accessible, person-centered care
for every community**



Strengthen workforce talent, well-being, and effectiveness



**Drive innovation with transformative technology
and data systems**



Optimize financial sustainability and stewardship

Strategic Plan Goals

Strategic Pillar 1: Lead through collaboration and system connection

What is: Integral Care plays a central role in the region's behavioral health and intellectual and developmental disabilities (IDD) ecosystem. As a trusted provider and connector, we are uniquely positioned to unite collaborators across sectors. We lead with expertise and deliver high-quality clinical care that strengthens the entire system. Stakeholders expressed a strong commitment to enhancing alignment, clarifying roles, and ensuring consistent follow-through to strengthen individual relationships and to foster a more unified and effective system of care.

Why this now: Meeting the complex behavioral health and intellectual and developmental disability needs of Central Texas requires collective effort and shared leadership. Integral Care has an opportunity to more fully embrace its role as a trusted leader and convener that leads with humility, listens deeply, and fosters inclusive spaces for shared ownership and sustained collaboration. By building trust and clarifying expectations, Integral Care can help strengthen the ecosystem and ensure it works more effectively for everyone it serves.



GOAL: Define and strengthen Integral Care's role as a leader, convener, and trusted collaborator across housing, healthcare, education, and justice systems — building long-term, trust-based partnerships that drive shared solutions and coordinated care for those most impacted.

Objectives

- Strengthen impactful collaborations that directly support service delivery across the Continuum of Care, using shared outcome frameworks.
- Design system oversight using data from epidemiological analyses, Connexus, and community needs assessments.
- Relaunch the Psychiatric Services Stakeholder Committee, a cross-sector leadership table, to regularly convene decision-makers across key systems (e.g., housing, health, justice, education) to co-design strategies and improve system navigation for those most in need.
- Enhance the visibility and understanding of Integral Care's mission and value to the community as a leader, convener, and provider.
- Strengthen cross-sector relationships through Integral Care Board of Directors' actively attending key meetings, raising visibility, and building connections with leaders and organizations that are critical to advancing the organization's mission.



“Partnerships work best when we’re brought in early, connected with regularly, and held accountable together for what we’re trying to achieve.”

— Community Stakeholder Interview

By strengthening trust-based partnerships and creating clear coordination across systems, Integral Care will help ensure that people experience care as connected, supportive, and easy to navigate — no matter where they enter the system. This is what it means to lead as a convener — creating the space where collective solutions can take root.

Strategic Pillar 2: Deliver on a full Continuum of Care

What is: Integral Care operates in a behavioral health system that is evolving, resource-constrained, and complex. The Continuum of Care model — Promotion, Prevention, Early Intervention, Treatment, Recovery — offers a framework for coordinated, proactive, and accessible services.

Why this now: Integral Care delivers high-quality, evidence-based care grounded in clinical excellence and best practices. To meet the community's most urgent needs, we must strengthen coordination across the system — to help people enter, navigate, and transition from care seamlessly — while also investing in the workforce that makes this care possible.



GOAL: Design and operationalize a full Continuum of Care to deliver responsive, innovative, evidence-based, accessible, suicide-safer, and person-centered healthcare.

Objectives

- Improve access to behavioral health services by expanding workforce capacity, improving intake coordination, leveraging the provider network, and streamlining service delivery across programs.
- Expand mobile crisis and telehealth services to underserved areas to reduce barriers to care.
- Strengthen diagnostic evaluations and clinical interventions for individuals with complex psychiatric, neurological, and developmental conditions (e.g., autism/neurodivergence).
- Use timely data to identify gaps and adjust resources to meet evolving community needs.



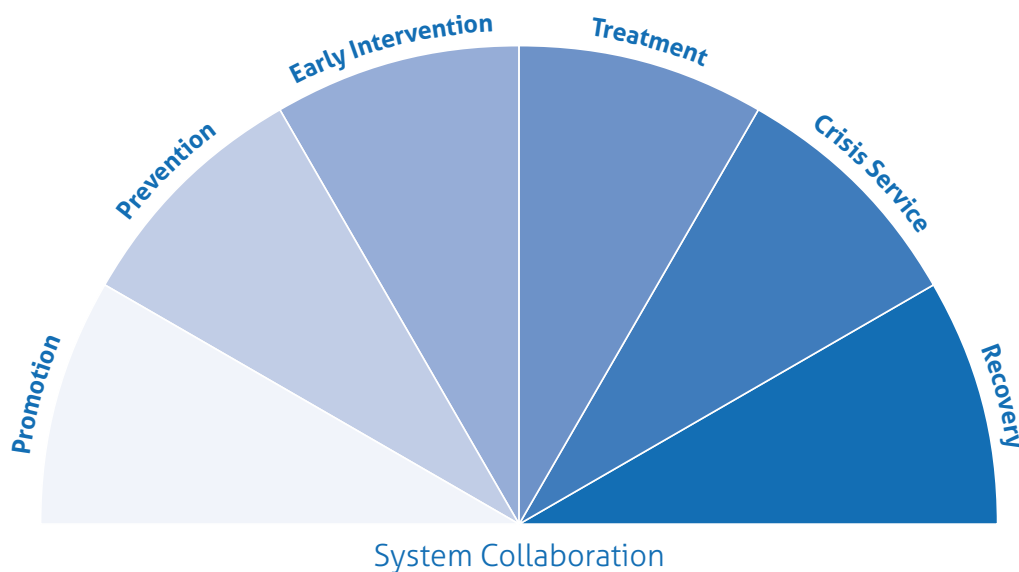
Integral Care team on the ground in Kerrville, providing vital disaster response after the devastating July 4th, 2025, floods.

"Integral Care has the opportunity to lead in showing what a truly coordinated system looks like — one that doesn't just react but surrounds people before crisis."

— Community Stakeholder Interview

By strengthening services across the entire Continuum of Care — from Prevention to Recovery — Integral Care will meet people earlier, respond faster in crisis, and support long-term healing and stability for individuals and families. Our leadership as a convener will ensure that each point in the system connects — so people move through care with dignity and continuity.

Behavioral Health Continuum of Care



Core Components of an Optimal Behavioral Health System in Travis County

- 1. Governance and Coordination** – Aligning funding, planning, data and outcomes
- 2. Integrated Care Networks** – Full integration of behavioral health, primary care, and substance use services.
- 3. Crisis Continuum of Care** – 24/7 mobile crisis teams, stabilization centers, walk-in crisis services, accessible coordinated inpatient care, and post-crisis recovery services.
- 4. Early Identification and Prevention** – School-based mental health, universal screening, and youth resiliency programs.
- 5. Housing + Health Models** – Expansion of supportive housing with behavioral health embedded, align with City of Austin, Travis County, ECHO and Central Health
- 6. Equity-Focused Workforce** – Culturally and linguistically diverse behavioral health workforce with lived experience peer support staff.
- 7. Justice Diversion Pathways** – Stronger mental health courts, jail diversion, and prebooking alternatives with wraparound supports.
- 8. Community-Based Recovery Supports** – Peer-run recovery centers, family support groups, community integration programs.
- 9. Data Sharing & Outcome Monitoring** – Unified Health Information Exchange, real time performance dashboards, and cross-agency data access.
- 10. Financing Innovation** – Blended and braided funding from HHSC, Medicaid, City of Austin, Travis County, Central Health, philanthropy, and federal grants. Flexible funding.

Strategic Pillar 3: Advance accessible, person-centered care for every community

What is: Behavioral health outcomes and access to care vary significantly across communities. Stakeholders have shared that care can feel impersonal or disconnected from lived experiences.

Why this now: Integral Care has heard this feedback and is ready to act — building responsive, trusting relationships that respect unique circumstances, values, and preferences of those we serve at every level of service.



GOAL: Expand the reach and responsiveness of behavioral health services to better serve all individuals in our community and improve health equity and outcomes.

Objectives

- Co-design culturally responsive and locally relevant services through collaboration with community organizations.
- Integrate trauma-informed and person-centered care practices into staff training and performance evaluations.
- Improve health disparity identification and intervention through advanced data analysis and targeted prioritization.
- Enhance data-driven community engagement to inform policy and programs, integrating community-designed solutions alongside evidence-based and epidemiological data.





Resident moving into permanent supportive housing at Integral Care's Bungalows at Century Park housing community

"We need services that see us — not just our diagnosis, but our culture, our language, and our story."

— Community Listening Session

By tailoring services to the unique needs and circumstances of individuals and communities, Integral Care will improve access, enhance the quality and effectiveness of behavioral health services, and create a more welcoming system that prioritizes positive health outcomes for all community members. As a connector across systems and communities, Integral Care plays a vital role in making healthy living for everyone more than a vision — but a shared reality.

Strategic Pillar 4: Strengthen workforce talent, well-being, and effectiveness

What is: Integral Care's team members bring deep commitment and expertise to their work — and many have shared a desire for clearer growth pathways, stronger support systems, and a culture that prioritizes well-being.

Why this now: Integral Care achieves its mission because of its dedicated workforce — by investing in our people, we nurture a culture of excellence, sustain high-quality care, and create opportunities to build a stronger, healthier organization together.



GOAL: Invest in a healthy, supported, and high-performing workforce.

Objectives

- Improve efficiency and outcomes by launching a workforce productivity initiative.
- Promote internal career growth through a leadership development pathway.
- Enhance staff satisfaction and retention through review of compensation and benefits and relevant adjustments.
- Strengthen staff engagement and resilience by expanding wellness and professional development and recognition programs.





"Retention starts with people feeling seen, valued, and supported — in ways that go beyond quick fixes."

— Internal Focus Group

By investing in the well-being and development of its workforce, Integral Care will retain skilled professionals, improve quality of care, and help staff feel supported, valued, and empowered to do their best work. Our role as a system leader begins with the people doing the work — and we cannot convene change without supporting those who carry it forward.

Strategic Pillar 5: Drive innovation with transformative technology and data systems

What is: Many of Integral Care's current operational systems, including HRIS and financial systems, are outdated and fragmented, limiting the ability to efficiently manage internal operations, support staff, and ensure accurate, timely financial and workforce information. These limitations impact service coordination, internal and external audit compliance, and the organization's ability to respond effectively to operational needs. While Integral Care's EHR is modern and capable, new embedded tools are rapidly expanding what is possible in client care, clinical decision support, and operational efficiency.

Why this now: Emerging technologies, especially AI, offer powerful opportunities to improve clinical care, streamline operations, and enhance efficiency and insight. Integrating these innovations with modernized business systems will position Integral Care to meet future demands, support our workforce, and improve outcomes for the communities we serve. Without these enhancements, we would need to significantly increase staffing to answer ever-increasing internal and external requirements.



GOAL: Upgrade and integrate core business systems to support streamlined operations, timely decision-making, and organizational effectiveness. Implement AI and automation throughout the organization's technology solutions.

Objectives

- Modernize and unify Integral Care's core business systems by FY2027 to streamline internal business operations, reduce administrative burden, and support accurate, timely information flows across programs in support of efficient service delivery and organizational growth.
- Integrate the use of AI (and other technologies) to help employees make better, faster decisions by turning data into actionable insights — minimizing manual effort and improving efficiency.
- Improve mobile-accessible, multilingual, and user-friendly client tools (such as telehealth, etc.) across programs so that individuals — including those navigating digital and language barriers — can more easily access, understand, and engage with their care.





"When data helps us understand our impact, it becomes more than numbers — it becomes a tool for better care."

— Staff Listening Session

By building modern, integrated systems, Integral Care will improve coordination, streamline care delivery, and make data more useful — helping staff and community partners make better decisions and clients stay connected to the care they need. A convener must ensure clarity and consistency — and that starts with how we share, understand, and act on information.

Strategic Pillar 6: Optimize financial sustainability and stewardship

What is: While federal and other public funding remain essential, long-term sustainability depends on diversifying revenue and telling a clear, consistent story about impact. That story must move across a continuum — starting internally, resonating externally, and returning as trust, partnership, and support.

Why this now: Aligning financial and communications strategies with the Integral Care mission will strengthen impact and foster clarity, collaboration, and shared purpose among internal teams, external stakeholders, and community partners.



GOAL: Secure flexible, unrestricted, mission-aligned funding to sustain and grow impact.

Objectives

- Increase local and philanthropic flexible, unrestricted funding to expand service flexibility, augment dependency on restrictive public dollars, and invest in people and infrastructure.
- Develop a strategic plan with the goal of maintaining six months of operating reserves to support financial resilience, reduce vulnerability related to funding delays, and support long-term planning.
- Pilot new funding models that align payment with outcomes, improve care delivery incentives, and explore scalable, mission-aligned innovations.
- Build a unified, organization-wide strategy — with Integral Care Board of Directors support — that cultivates a culture of philanthropy, strengthens donor engagement, and supports long-term growth.





"We believe in the work — and when Integral Care tells its story clearly, it's easy to see why it matters."

— *Philanthropic Partner*

By diversifying funding and aligning financial infrastructure with strategy, Integral Care will build stability, expand access, and remain a strong, mission-driven provider for years to come. As a regional connector, Integral Care's ability to sustain and scale impact depends on financial strength — not just for our work, but for the systems we help hold together.

Monitoring and Evaluation

Ongoing monitoring and evaluation are essential to building trust, improving services, and staying aligned with the communities Integral Care serves. This work creates the opportunity to demonstrate progress, ensure transparency, and hold the organization accountable both to internal teams and external community partners. This work is supported by executive leadership and the Board of Trustees, who share responsibility for evaluating progress and ensuring alignment with strategic goals.