
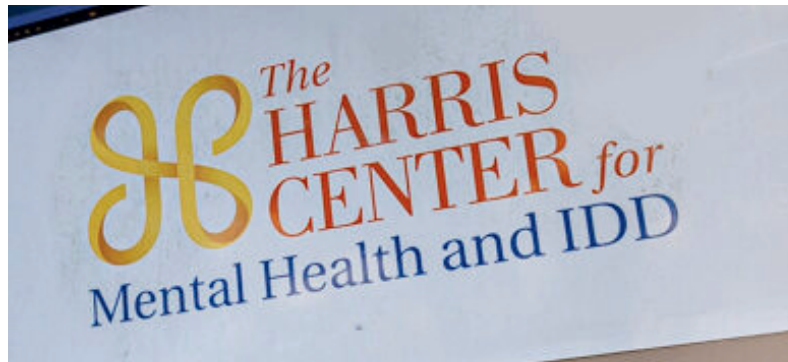
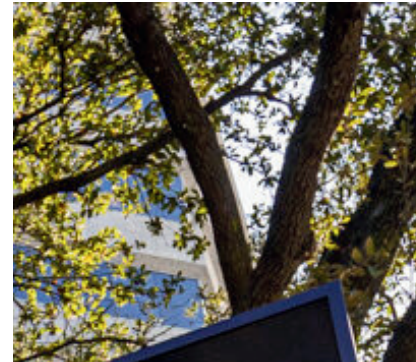
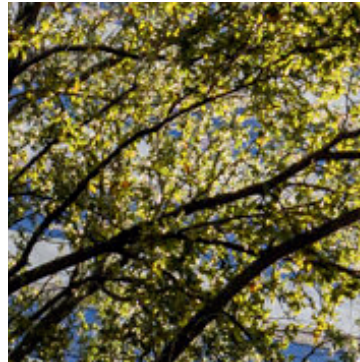


Fiscal Year 2023

# Annual Report

 *The*  
**HARRIS**  
**CENTER** *for*  
Mental Health and IDD  
*Transforming Lives*



# From our CEO

Dear Stakeholders and Friends of The Harris Center,

I am pleased to present our annual report highlighting the remarkable strides we have made in advancing the delivery of quality care to individuals with behavioral health and IDD needs. The progress we have achieved reflects our dedication to improving the lives of those we serve and underscores our commitment to excellence in behavioral health and intellectual/developmental disability services.

We achieved a substantial decrease in hospital readmission rates for people with behavioral health emergencies and have helped secure stable housing for individuals with mental illness. Our commitment to providing the highest standard of care is reflected in all our efforts.

I am happy to announce that we have served over 96,000 people, a testament to the incredible efforts of our dedicated team. Their hard work and dedication have not only resulted in impressive outcomes but have also contributed to an outstanding 92% overall patient satisfaction rate. We have provided health and wellness services to nearly 400 people through various Community Neighborhood Centers and served nearly 2,000 people in our primary care clinics.

I am immensely proud of our team's accomplishments and the positive impact they have made on the lives of those we serve. Their commitment and resilience have been instrumental in achieving these milestones. As we continue our journey, we remain steadfast in our commitment to providing outstanding healthcare services and improving the well-being of the individuals and communities we are privileged to serve.

**Wayne Young**

MBA, LPC, FACHE

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CEO of The Harris Center





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# Overview & Services

As the largest behavioral and developmental disability care center in Texas, The Harris Center provides services in multiple sites across Harris County. Services are offered in over 40 languages to better serve one of the most diverse and multicultural communities in the nation.

**Our Mission: Transform the lives of people with behavioral health and IDD needs.**



**Mental Health Treatment**



**Intellectual and Developmental Disabilities Services**



**Forensic Services**



**Comprehensive Psychiatric Emergency Program**



**Primary Care**



**Crisis Access Line**



# Fiscal Year 2023 By The Numbers

We proudly served over  
**96K people**



**792K**

Adult Mental Health  
Services



**191K**

Child Mental Health  
Services



**102K**

Early Childhood  
Intervention Services



**315K**

Intellectual Developmental  
Disability Services



**41K**

Forensic Services



**275K**

Prescriptions Filled



**157K**

Comprehensive  
Psychiatric Emergency  
Program Services



**353K**

Calls Answered by our  
Crisis and Access Line



**4,132**

Calls from 911 diverted  
by Crisis Call Diversion

Transforming lives by providing  
**Over 2 Million services**

# Advancing Quality Healthcare

## Reducing Readmissions and Improving Stable Housing

Quality is a strategic priority of The Harris Center. As such, we are dedicated to enhancing patient care, collaboration, and the overall quality of healthcare services we provide.

### **We achieved our goal of decreasing 30-day readmission rates to Harris County Psychiatric Center and State Mental Health Facilities**

Our team implemented outreach protocols to proactively connect patients with outpatient mental health providers to ensure continuity of care. We collaborate closely with the Harris County Psychiatric Center (HCPC) to strengthen the coordination of discharge processes, ensuring a smooth transition to post-hospital care.

To facilitate this, we introduced referral protocols, ensuring that patients experience a warm handoff to their next level of care. Moreover, we've expanded our Assertive Community Treatment (ACT) program to a third clinic, complementing existing programs at the Southeast and Northwest Community Service Centers.

Lastly, we've expanded our program with HCPC identifying additional active patients at risk of readmission and providing them with targeted support and care. Collectively, these initiatives underscore our commitment to improving the quality of care and services offered by The Harris Center.

**The current average 30-day readmission rate to HCPC and state mental health facilities is 5.44%.**

The commitment to improving patient care, strengthening collaboration, and ensuring smoother transitions between care levels benefits our patients and contributes to the overall quality of our services.

## Empowering Lives Through Housing Solutions

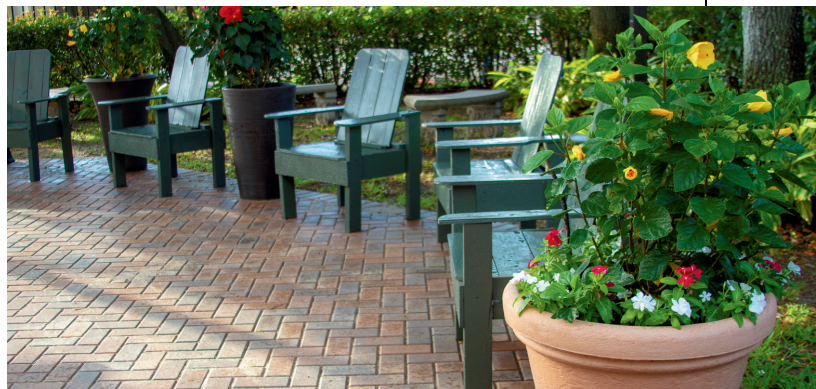
One of our core objectives has been to ensure that unhoused individuals with a history of mental illness find stable housing solutions. Our efforts have led to a substantial increase in the number of individuals successfully housed. When we make sure people have a stable place to live, it helps them become more resilient and establishes a crucial foundation for their recovery.

**Our commitment to collaboration is at the heart of our mission. Teaming up with the Coalition for the Homeless, we've expanded our reach to house individuals experiencing homelessness, especially those with mental illness, making a lasting impact. Additionally, our partnership with the Houston Housing Authority enables us to provide Section 8 Vouchers, assisting homeless individuals with mental illness in acquiring permanent housing and ongoing support. Together, these partnerships reflect our dedication to positively impacting lives.**

Our housing program has truly made a difference in people's lives. Through our collaborative efforts, nearly a thousand clients from our psychiatric emergency programs found secure housing. Teaming up with the Coalition for the Homeless, we've ensured our staff is well-prepared to assess housing needs with empathy and care.

Within the Dennis Residential Housing program, half of the residents secured employment during their time with us. We've reached out to support over 550 individuals experiencing homelessness and mental illness through various housing-related initiatives.

With State Supported Housing Funds, we've served numerous individuals, investing to make housing assistance a reality. It's not just about the statistics; it's about transforming lives and creating homes for those who need them most.





# Surpassing Goals: Employee Engagement and Patient Satisfaction



Within the People domain of the Strategic Plan, we consistently enhance employee engagement and satisfaction, aligning our workplace culture with industry standards. This commitment extends to elevating patient satisfaction, demonstrating our dedication to providing exceptional services.

## Cultivating an engaged workforce that continually excels in their roles

We listened to our employees and worked with HR to develop plans that improved the work environment and productivity.

Simultaneously, we've cultivated a growth-oriented workplace by expanding learning opportunities.

We launched a Clinician Advancement Program that has supported one-third of enrolled Master's Level Clinicians (MLCs) with free supervision, leading to over 30 team members becoming fully licensed. This initiative reduces counselor vacancies and increases the behavioral health workforce in our agency and in our community.

**These efforts have yielded a remarkable increase in employee engagement, with FY2023 scoring in the 76th percentile of similar organizations, surpassing our 60th percentile goal. This exemplifies our steadfast commitment to a motivated and skilled workforce.**







## Delivering Excellence in Patient Satisfaction

The commitment to improving patient satisfaction has been a central focus, reflecting our dedication to providing exceptional healthcare services.

The time for patients' first visit in Adult Mental Health continues to demonstrate strong performance, with the first contact to Licensed Practitioner of the Healing Arts (LPHA) being completed in less than two days. This timely access contributes to better outcomes, increased patient satisfaction, and a more effective response to mental health needs. Access to physician appointments for community members, particularly those walking in without an appointment, remains consistently robust for Adult Mental Health, surpassing the goal. Individuals requesting appointments are promptly scheduled within 13 days or less.

Furthermore, Children & Adolescent Services successfully decreased the time for a community member to see a psychiatrist by approximately 4 days, with the average falling from 22.28 days in 2022 to 18.56 days in 2023. To ensure continuous improvement, we've been vigilant in monitoring program-specific results and promptly developing action plans when necessary.

**These collective efforts have not gone unnoticed, as we've been honored with the Exceptional Support and Service Award by First3Years and recognized as the Community Leader of the Year by Cenikor.**



# 92.21%

## Patient satisfaction score

These dedicated efforts have led to a notable enhancement in overall patient satisfaction, currently at an impressive 92.21%. This underscores our resolute commitment to delivering top-tier care and prioritizing our patients' well-being at every step of their healthcare experience.



# Integrating Care Milestones and Commitment to Community Health

We have undertaken several significant initiatives throughout the year to increase the number of patients receiving primary care at The Harris Center.

## **Our commitment to expanding access to primary care services remains firm**

One of our key objectives has been the improvement of referral and staffing protocols to encourage the full integration of services, ensuring a holistic approach to patient care. We have initiated strategies to train our staff to deliver weight management guidance to patients and hired two full-time dietitians to develop classes and training materials for our teams.

Our Mobile Wellness Vehicle, received in June 2023, has been instrumental in our mission to deliver mental health screenings, emotional wellness education, and health engagement to underserved areas and existing clients with limited access to our clinics. We've actively built community partnerships to promote wellness by making the vehicle available at community events, with deep gratitude to Episcopal Health, Cullen Trust, and Rockwell Foundation for their commitment to our cause.

**Since January 2023, our Dietitians have delivered Heart Health groups, Diabetes Management groups, and Weight Management groups, ensuring that our patients receive comprehensive care that supports their behavioral health recovery.**



*The*  
**HARRIS  
CENTER**  
Mobile Wellness Services

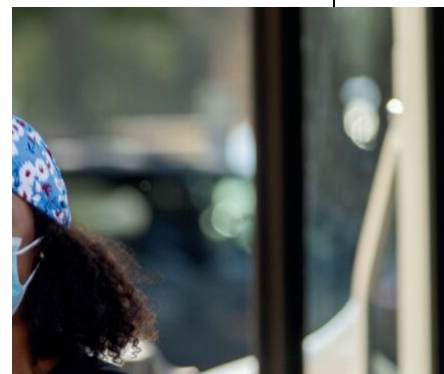
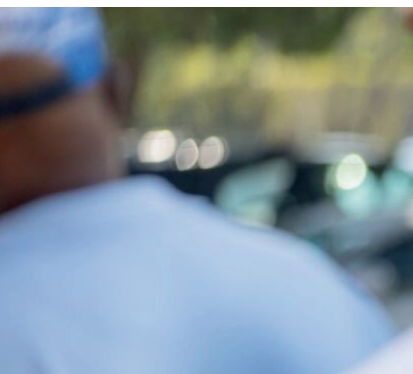
*Bringing the clinic to you*

**400**

We connected with nearly 400 people participating in our health and wellness groups hosted at various community neighborhood centers.

**50+**

Health and Wellness  
Groups



Our commitment to collaboration has resulted in partnerships with major hospitals, United Healthcare, and Optum, aimed at reducing unnecessary healthcare services and costs. We've also facilitated the process of establishing primary care providers for 100 clients and assisted 75 clients in obtaining durable medical equipment.

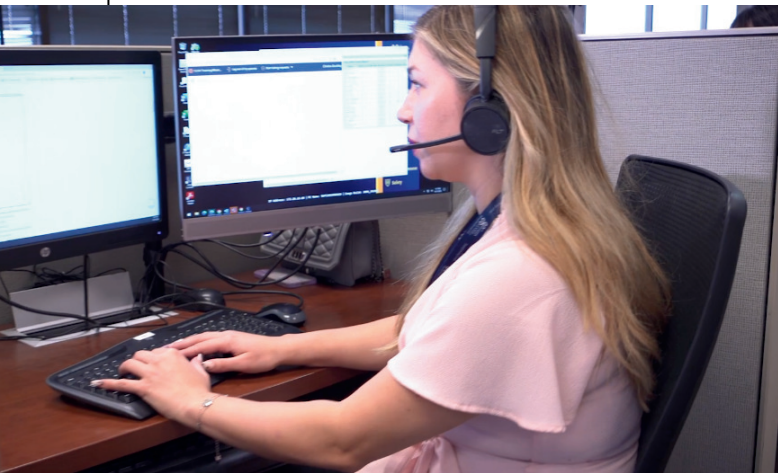


We successfully onboarded 670 members into the Health Home Program, reducing ER admissions and engaging over 200 clients to enhance their healthcare access.

# 1865

Open clients in  
our primary care clinics

As of August 2023, we have 1,865 open clients in our primary care clinics, marking a significant milestone in our efforts to provide integrated care services to our community. We are proud of the progress made so far and remain dedicated to expanding and enhancing our services to meet the needs of those we serve and Harris County.



# Enhancing Access Reaching Underserved Communities

In our ongoing efforts to enhance access to vital services, we have successfully added more access points across the agency, focusing on reaching underserved communities, including those with Intellectual and Developmental Disabilities (IDD). These access points are crucial in our mission to provide support and care to those who need it most.

## The Harris Center Crisis and Access Lines


A vital resource for the community, our team provides access to essential services 24/7/365. With its dedicated team of professionals, the Harris Center Crisis and Access Line is committed to providing support and care to those who need it most.



**30,000**  
monthly  
calls, chats  
and texts

**353,217**  
Total Calls  
Answered

6,223 chats  
answered



526 text  
conversations



The Harris Center is also the 9-8-8 Suicide and Crisis Lifeline responder for 51 Texas counties and the Crisis Line for 39. In the Lifeline's first year, we saw big milestones in making mental health crisis help more accessible. Texas ranks third for the most calls, showing how crucial this service is — more people are reaching out and getting support, highlighting the growing impact of our services.





## Employment Expansion and Vocational Apprenticeship Program

The Texas Health and Human Services (HHS) entrusted us to implement a significant initiative in the realm of vocational development for individuals with Intellectual and Developmental Disabilities (IDD). This program has been instrumental in fostering new opportunities for our clients.

A total of 12 apprentices embarked on a transformative journey comprising 22 weeks of comprehensive training, equipping them with essential skills and knowledge. Following their training, these apprentices engaged in 20 weeks of paid integrated employment, allowing them to apply their newfound expertise in a practical setting.

We are proud of our Host Sites that are actively participated in this program: 7th Heaven Coffee Cafe, Garza's Veterinary Clinic, Kingdom Worldwide Cares, and Walker Group Tax Service. This endeavor embodies our commitment to advancing vocational growth and providing individuals with valuable pathways to meaningful employment and community engagement.



# Empowering Communities for Behavioral Health and Resiliency

Our aim is to reach community members with the necessary tools and training to support each other, thereby strengthening community behavioral health and resiliency while reducing stigma through effective communication.

## Healthy Minds, Healthy Communities

Our strategy is centered on pinpointing key community touchpoints and partnering closely with community leaders to implement four evidence-based interventions. These interventions include Community Training, the promotion of Resiliency Skills through Community Engagement, the facilitation of Community Listening and Support via groups and circles, and harnessing the power of Digital Impact through Social Media and Communication.

**The model for Community Initiated Mental Health and Resiliency is deeply rooted in community participation, where services are community-based, community-defined, and community-delivered. This underscores a commitment to creating healthier minds and stronger communities through genuine community involvement and support.**

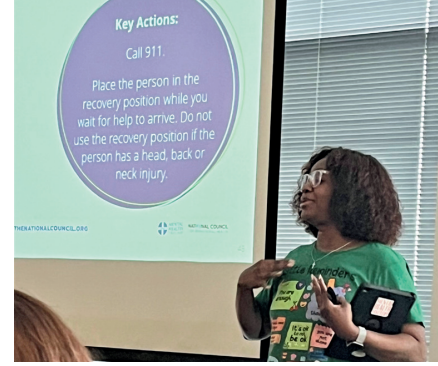




f As part of UNICEF's Child Friendly Cities Initiative, the City of Houston is prioritizing the mental health of young people in the community.



The City of Houston Parks and Recreation Department staff met virtually for a youth mental health first aid training session with the Harris Center on May 25, 2022. © LAURA CUELLAR, HOUSTON MAYOR'S OFFICE OF EDUCATION



3,775+

Community members trained

## Education for the Community In the Community

We work hard to increase community participation by educating individuals and natural support networks about mental health and intellectual/developmental disability (MH/IDD) issues, along with guidance on where to find support, including Mental Health First Aid (MHFA).

Our efforts have been multifaceted. Notably, IDD has introduced additional training sessions within the community, broadening our reach and the depth of knowledge shared. Collaborations with organizations like the National Alliance on Mental Illness (NAMI) have enabled us to facilitate training groups, enhancing awareness and understanding of MH/IDD issues.

We've also implemented vital support groups, such as the Survivors of Suicide Loss Support Groups, providing a crucial space for individuals affected by this specific challenge to find solace and support.

Moreover, our commitment to MHFA and other community outreach trainings has proven fruitful.

# Innovative Approaches to Crisis Response and Youth Diversion

The transformative initiatives of the Mobile Crisis Outreach Rapid Response Team (MCOT-RR) reduced law enforcement involvement in crisis response. We also introduce the Youth Diversion Center, a groundbreaking community-based model to support low-level, nonviolent youth offenders, addressing disparities in the juvenile justice system while improving access to essential services.

## MCOT RR: A Pivotal Resource for Crisis Response

MCOT-RR alleviates the Houston Police Department, Houston Fire Department, and Emergency Medical Services from responding to calls that have been screened and determined to be mental health-related freeing them to provide emergency medical, fire and police response to Houston area residents.

**MCOT-RR accomplished an impressive 80% success rate, with 3,317 out of 4,126 calls not needing law enforcement intervention, a testament to the effectiveness of our approach.**

Collaboration has been a key focus, and we are proud to report we have partnered with law enforcement to provide comprehensive training to both clinicians and law enforcement personnel. This synergy ensures all stakeholders are well-prepared to respond to crisis calls appropriately.

On May 1, 2023, a major milestone was achieved with the official launch of the Rainbow Health Dispatch Application. Rainbow Health partnered with The Harris Center to launch the RainbowCare platform, unifying our Crisis Call Diversion and Mobile Crisis Outreach Rapid Response Teams. This cutting-edge software empowers Crisis Call Diversion to dispatch crisis calls directly to MCOT Rapid Response teams through a mobile application equipped with GPS tracking capabilities. This technology significantly improves our response times to crisis calls in the community, ensuring that we can provide help swiftly when it is needed most.

These accomplishments mark significant strides toward our mission of providing crucial support to those in crisis while promoting the appropriate use of resources.



## **The Youth Diversion Center: A Community-Based Initiative for Low-Level, Nonviolent Offenses**

The Youth Diversion Center is a critical initiative providing essential structure and support to young individuals. It serves as a destination for youth engaged with law enforcement for low-level, nonviolent offenses. The program's goals are multifaceted, aiming to provide services and supports that intends to reduce disparities from arrest through the juvenile justice system, particularly benefiting youth from diverse racial and ethnic backgrounds.

**Grounded in a community-based model, the program provides an alternative to traditional processing, reducing stigma and recidivism while connecting youth with vital community services. The program also aims to decrease the risk of criminal socialization, offering role models, instilling discipline, and improving school engagement.**

Moreover, the Youth Diversion Center contributes to lighter caseloads and reduced law enforcement costs by diverting youth from detention facilities and decreasing the number of cases for judges and prosecutors. Services offered encompass screening and assessment, education and tutorial services, substance use education and counseling, mental health treatment, crisis intervention, family counseling, parenting skill development, support for rebuilding family relationships, and quality recreational activities.





### In Memoriam, David Feldman

The Harris Center Foundation expresses profound sadness for the passing David Feldman, our immediate past chair. Mr. Feldman’s decades of support and leadership are deeply missed, and we honor his legacy in our efforts to make a positive impact in our community.

# The Harris Center Foundation

The Harris Center Foundation for Mental Health and IDD was established in 2006 as a 501(c)(3) non-profit organization dedicated to supporting the work of The Harris Center for Mental Health and IDD. Their goal is to create philanthropic investments to expand services and programs to better serve Harris County.

Through three rounds of annual funding, The Harris Center Foundation has distributed more than \$355,000 to over 11 projects at The Harris Center. These projects have strengthened our workforce, provide employment opportunities to those we serve, and enhanced services across all departments.

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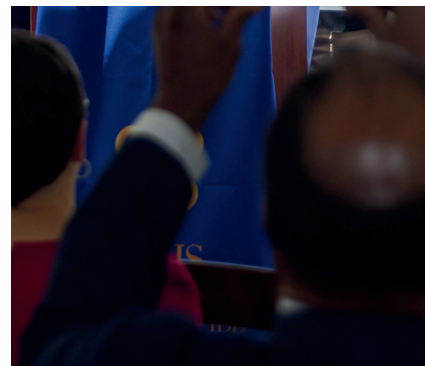
Tony Solomon

### More than \$145,000 distributed to four projects in 2023:

- Home Sweet Home
- The Harris Center Resiliency Team
- Project H.E.A.L. (Healing through Entrepreneurship Arts and Leadership)
- Positive Behavior Enhancement (PBS) Project

The Foundation invites you to join us in support of The Harris Center as it continues to lead in addressing individual, family and community needs in providing support and treatment for residents of Harris County.

Your gift will make a difference. Learn more at [TheHarrisCenterFoundation.org](http://TheHarrisCenterFoundation.org)



The Harris Center transforms the lives of people with behavioral health and IDD needs. The third largest organization serving such needs in the United States, it provides a full continuum of services across Harris County.



The Harris Center for Mental Health and IDD  
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Houston, TX 77074



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[TheHarrisCenter.org](http://TheHarrisCenter.org)