Denton County MHMR Center Strategic Plan Accomplishments for FY 2025

Key Focus Areas: #1 Access to Quality Care, #2 Financial Health, #3 Partnership & Community Integration, #4 Development, Innovation, & Accountability

Status Key: A - Accomplished; D - Discontinued

	Key Focus Area #1						
				Access to Quality Care			
Priority	Area	Goals/Objectives	Status	Formal Action Taken	Progress/To-Do	Assigned To	
1.1	Expansion of Services within Denton County.	(1.1.a) Expand Center Service Hours.	A	(1.1.a.1) Expand Mental Health (MH) Psychiatric Services to include access to non-traditional business hours.	Weekend hours expanded for Psychiatric Services to Saturday from 8 am - 5 pm.	Chief Medical Officer	
			D - due to Integrated Health Clinic closure	(1.1.a.2) Expand Integrated Health Clinic, to include access to non- traditional business hours. Due to funding, the Center has had to close the Integrated Health Clinic	Integrated Health Clinic hours have been expanded from 2 days per week to 5 days per week, offering Saturday hours, and tele-service options given to individuals served as appropriate.		
			A	(1.1.a.3) Expand Intake Services into evening hours - Use existing resources i.e., vacant positions to expand into evening hours.	Intake expanded to evening hours, 5 days per week, until 8:30 pm (virtual). Staff hired for these 2 positions. Fully operational on 3/18/24.	Executive Director; Chief Operations Officer; Senior Director of Behavioral Health	
			A	(1.1.a.4) Expand Substance Use Services (SUD) services to 8:30PM. Reserve Intensive Outpatient (IOP) for afternoon/evening hours.	Substance Use Services (SUD) expanded to 8:30pm. Intensive Outpatient (IOP) is 5:30pm-8:30pm.	Executive Director; Chief Operations Officer; Senior Director of Behavioral Health	
		(1.1.b) Expand Service Locations.	D - due to Integrated Health Clinic closure	(1.1.b.1) Expand Integrated Clinic to other locations	Explore demand and logistics of offering integrated clinic to Flower Mound Outpatient Clinic (FMOC), other locations.	Chief Medical Officer; Director of Nursing; Clinical Operations Director	
			A	(1.1.b.2) Create a Child & Adolescent (C&A) Office in Denton.	Child & Adolescent (C&A) Services/Clinic moved to Morse Outpatient Clinic (MOPC) March 2025.	Executive Director; Chief Medical Officer; Chief Operations Officer; Chief Financial Officer; Director of Procurement Services	
			D - due to Serve Lewisville closing.	(1.1.b.3) Center Staffing at Serve Lewisville.	Serve Lewisville closed April 2025. Prior to Serve Lewisville closing, Counseling staff served 40 unduplicated individuals and 60 duplicated individuals that reside within the City of Lewisville and 151 individuals that reside outside of the City of Lewisville.	Executive Leadership Team	
		(1.1.c.) Expand Services Provided.	A	(1.1.c.1) Increase evidence-based therapies offered beyond the Texas Resilience and Recovery (TRR) Assessment.	Train staff in more evidenced-based practices. *One Counselor has received Cognitive Behavioral Therapy (CBT) for Psychosis training and two Counselors have received Cognitive Processing Therapy (CPT) training to offer services to Assertive Community Treatement (ACT) and First Episode Psychosis (FEP).	Chief Clinical Officer; Senior Director of Clinical Services	
1.2	Access to Care	(1.2.b) Decrease Wait Times/Wait Lists for Individuals Served	А	(1.2.b.1) Expand Counseling to see more than LOC-2 individuals served.	Accomplished April 2025.	Chief Clinical Officer; Senior Director of Clinical Services	
			A	(1.2.b.2) Keep time frame from the date of the counseling referral to the initial counseling appointment to within 1 month to reduce wait times.	Additional full-time staff.	Chief Clinical Officer; Senior Director of Clinical Services	
1.3	Individuals Served Experience	(1.3.a) Decrease No Call No Shows for scheduled appointments for Individuals Served.	A	(1.3.a.1) Implemeted automated appointment reminders - phone and text.	Accomplished May 2025.	Executive Director; Chief Medical Officer; Chief Operations Officer; Senior Director of Behavioral Health; Director of Nursing; Clinical Operations Director	

		A	(1.3.a.2) Additional Psychiatric Evaluation appointment reminder by staff.	served to remind of psychiatric eval appointments.	Executive Director; Chief Medical Officer; Director of Nursing; Clinical Operations Director
		A	(1.3.a.3) Monitoring of failed automated call system.	received a failed automatic call to advise of accurate information.	Executive Director; Chief Technology Officer; Chief Medical Officer; Interdepartmental Task Force
	(1.3.b.) Create an Interdepartmental Workflow to improve the overall individuals served experience.	A	(1.3.b.1) Re-examine workflows to decrease individuals served wait times and move individuals more efficiently through the center for services and assessments.	individuals served workflow throughout the building.	Chief Clinical Officer; Chief Technology Officer; MIS Data Specialist
	(1.3.c) Improve Quality of Services Provided.	A	(1.3.c.1) Decreasing complaints and number of incidents.	Satisfaction Surveys are administered to individuals served bi-annually. The Center has seen an increase in responses received from individuals served. *Incidents have decreased 24.6% (FY 24 was 228 but FY 25 is 172). *Complaints have decreased 15.8% (FY 24 was 57, FY 25 was 48).	Chief Clinical Officer
		A	(1.3.c.2) Improving quality of services as evidenced by performance measures and program measures.		Chief Clinical Officer, Chief Financial Officer, Senior Director of Quality Management/Utilization Management
		А	(1.3.c.3) Added a staff differential English/Spanish bi-lingual staff.		Chief Human Resources Officer

				Key Focus Area #2		
				Financial Health		
Prio	ity Area	Goals/Objectives	Status	Formal Action Taken	Progress	Assigned to
2.1	Practice Fiscal Responsibility and Good Steward Practices	(2.1.a) Center Based Financial Literacy Training.	A	(2.1.a.1) Create mandatory Financial Literacy Training Program for front line management and above	January 2024 - Implemented Financial Literacy Training class that include: State and Federal Funding requirements, additional funding streams, introduction to budget process.	Chief Financial Officer; Controller
					February 2024 - All Chiefs and Senior Directors were trained.	
					March 2024 - Trainings expanded to include program managers and front line managers.	
		(2.1.b) Center Based Grant Requirements expertise.	A	(2.1.b.1) Improve working knowledge of Grant Requirements for front line management and above	Created Grant Committee which includes Chiefs and Senior Directors. Inclusion of front line management as applicable as subject matter experts.	Executive Director; Chief Financial Officer; Grant Development Specialist
2.2	Improve Reporting and Analytics for all Stakeholders	(2.2.a) Implement new Enterprise Resource Planning System	A	(2.2.a.1) Research and select new enterprise resource planning software which includes the following: * Improved reporting * Business analytics *Executive Dashboard * Budget Program * Grant Management System * Improved User Interface * Cloud Based (Hosted)	Grant Software – City of Denton American Rescue Plan Act (ARPA) Grant of \$125,000.00 to cover purchase. Underwent software selection process. February 2024 - Selected Software - Oracle NetSuite for Governments Implementation of Oracle NetSuite for Governments - accomplished 2025.	Controller
			A	(2.2.a.2) Implement new Enterprice Resource Planning system with go-live for all modules.	*May 2024 - Implementation and Planning begins with Oracle team. *May 2024 - Development of new general ledger accounts and cost centers for increased visibility and flexibility for budget, reporting, and analytics	Chief Financial Officer; Controller
2.3	Identify/Maximize Funding Streams - Revenue Analytic Cycles	(2.3.a) Identify commerical insurances to maximize Certified Community Behavioral Health Clinic (CCBHC) services.	A	(2.3.a.1) Identify and contract with insurance carriers that are applicable to Denton County for all lines of business.	April 2024 - Insured with Aetna for all lines of business (Medicaid, Medicare, commercial) May 2024 Superior Ambetter for Mental Health Services	Chief Financial Officer

			May 2024 - Mental Health Services - BCBS, UnitedHealthcare, Cigna, Humana	
(2.3.b) Increase State and Federal Grants.	Α	(2.3.b.1) Increase applications for State and Federal Grants for programs that support current or future Certified Community Behavioral Health Clinic (CCBHC) Initiatives.	*Moody Foundation Grant, for partial Local Outreach to Suicide Survivors	Development Specialist

				Key Focus Area #3		
				Partnership & Community Integration		
Priority	Area	Goals/Objectives	Status	Formal Action Taken	Progress	Assigned to
3.1	Business Continuity Plan, Emergency Plan	(3.1.a) Develop a Business Continuity and Emergency Management Plan, Development will include: a Risk Assessment; Impact Analysis; critical business processes and workflows; critical staff planning. * Prevention Strategies * Response Strategies	A	(3.1.a.1) Disaster Recovery Plan for Information Technology (IT) infrastructure.	Information Technology (IT) infrastructure added to plan and procedure completed; Plan will be added to Disaster Notebook in Information Technology (IT) department. Accomplished August 22, 2025.	Executive Director; Chief Financial Officer; Chief Technology Officer
		* Recovery Strategies Once developed all key leadership, staff will be exposed to the plan	A	(3.1.a.2) Develop an Emergency Disaster Plan.	Accomplished Spring 2025.	Executive Director; Senior Director of Quality Management/Utilization Management
	Building rapport and relationships with our municipalities to improve funding and positive images in the community	(3.3.a) Expand Political Advocacy - Build collaborative relationships with local municipalities and community leaders.	A	(3.3.a.1) Information sharing with local municipalities and community leaders such as presentations and data of all services provided to individuals.	Presentations provided to: Trophy Club, Carrollton, Oak Point, Coppell, Lake Dallas, and Hickory Creek. Emails and requests for presentations sent to all local municipalities in throughout Denton County. Emails and letters were sent to Mayors of local municipalities that constitutents served by the Center.	Executive Director
3.4	Referrals	(3.4.a) Increase the number of resources for referring individuals to.	A	(3.4.a.1) Obtain Memorandum of Understanding's (MOU) in order to provide continued resources for individuals served.	*MOUs: AppleGate Health Services, Collin County, Community Council of Greater Dallas, CRCG Resource, Cumberland Youth & Family, Denton Affordable Housing Corporation, Denton City Police, Denton County Adult Probation, Denton Cry Police, Denton County Adult Probation, Denton Cry Police, Denton County Progression, Denton County Recovery Resource, Denton County Mental Health Court, Denton County Recovery Resource, Denton County Sheriff's Department, Denton County Social Services, Department of Family & Protective Services, DWI Court, Flower Mound PD, Friends of the Family, Giving Grace, Health Family Services of Texas, Health Services of North Texas, Military Veteran Peer Network, Nexus, North Central Texas College, Olive Branch, Our Dally Bread, Pecan Valley Healthcare, Ranch Hands Rescue, Recovery Resource Council, Refuge for Women North Texas, School Districts – Northwest ISD / Aubrey ISD / Denton ISD / Kum ISD, Texas Health Resources, Texas Native Health, Texas Woman's University, Texoma Community Center, The Colony Police Department, United Way of Denton County, University of Pennsylvania, Veterans Court, XFERALL *Assisted Outpatient Treament (AOT) MOU's: Denton PD, Flower Mound PD, Health Services of North Texas, Hickory Creek PD, Highland Village PD, Lake Dallas PD, Miltary Veteran Pes Support Network, Miltwood Hospital, Our Daily Bread, Ranch Hand Rescue / Bobs House of Hope, The Colony PD, United Way	Executive Director; Chief Financial Officer; Director of Procurement Services; Service Contracts Administrator

				Key Focus Area #4		
				Development, Innovation, & Accountability		
Priority	Area	Goals/Objectives	Status	Formal Action Taken	Progress	Assigned to
4.1	Obtain Accreditations/ Certifications	(4.1.a) Obtain Certified Community Behavioral Health Clinic (CCBHC) Re-Certification.	A	(4.1.a.1) Weekly/Monthly Re-certification Certified Community Behavioral Health Clinic (CCBHC) Readiness Meetings	Certified Community Behavioral Health Clinic (CCBHC) Recertification obtained July 8, 2024	Executive Director; Senio Director of Quality Management/Utilization Management
			A	(4.1.a.2) All staff Certified Community Behavioral Health Clinic (CCBHC) training and Certified Community Behavioral Health Clinic (CCBHC) games have been provided by Senior Director of Quality Management (QM/Utilization Management (UM).	Accomplished Spring 2024.	Executive Director; Senio Director of Quality Management/Utilization Management
			A	(4.1.a.3) There is a designated page in the monthly newsletter for Certified Community Behavioral Health Clinic (CCBHC) updates and Certified Community Behavioral Health Clinic (CCBHC) information.	Accomplished Spring 2024.	Executive Director; Senior Director of Quality Management/Utilization Management
			А	(4.1.a.4) Policies and procedures have been reviewed on a regular basis to ensure they align with our current processes and Certified Community Behavioral Health Clinic (CCBHC) standards.	Accomplished Spring 2024.	Executive Director; Chief Officers; Senior Director of Quality Management/Utilization Management; Quality Management Department
	Employee Benefits & Overall Wellness	(4.2.a) Enhance Employee Benefits Package Medical, Retirement.	D - no longer providing HMO at no cost.	(4.2.a.1) Completed annual benefits survey for staff to provide feedback on the Center's employee benefits package.	Provided HMO employee only insurance at no cost to employees.	Chief of Human Resources Officer; Benefits Specialist
			A		Changed the Retirement benefit eligibility to 90-days vs 2 years.	
			A		Added 403b to give employees more investment options to choose from.	
			A		Added a 529 plan, effective 04/01/2025.	-
			A		The Center now covers the cost for providers to renew their licenses.	.
			A	(4.2.a.2) Review benefits to ensure benefit package aligns with fiscal responsibility.	Moved retirement contribution structure to a match only. Employees are eligible for the wellness incentive at one year of employement.	Chief of Human Resources Officer; Benefits Specialist
			A	(4.2.a.3) Reviewed benefit surveys from the HR Consortium	Accomplished April 2025.	Chief of Human Resources; Benefits Specialist
		(4.2.b) Improve Work-Life Balance & Flexibility. A	A	(4.2.b.1) Expand flexible scheduling, hybrid work, and alternative shifts for eligible positions.	Developed a hybrid schedule for non-direct care positions. Accomplished September 2025.	Executive Director; Chief Officers
					Offer alternative schedule options for employees to shift their work days within set ranges. Accomplished September 2025.	
			A	(4.2.b.2) Develop a Paid Time Off (PTO) policy that includes mental health days and promotes planned time off.	Added 5 mental health days for full-time staff and 1 mental health day for part time staff to provide support while accruing Paid Time Off (PTO). Accomplished Sepetmber 2024.	Chief of Human Resources Officer
					Increased Paid Time Off (PTO) accrual to allow for more flexible time off usage. Accomplished September 1, 2025	Chief of Human Resources Officer
		(4.2.c) Prioritize Employee Wellness & Mental Health.	А	(4.2.c.1) Bring back the Center's Wellness Committee to promote and engage employees.	Revamped the Center's wellness program to engage employees in health year round rather than 6 months out of the year. Added thyroid testing for women and prostate testing for males over 50 to annual biometric screenings to catch health concerns in the early stages.	Chief of Human Resources Officer; Benefits Specialist; Intellectual & Developmental Disabilities Rights Protection Officer

4.3	Recruitment & Retention	(4.3.a) Increase Employee Recognition & Engagement.	A	to employees. (4.3.a.1) Conduct annual surveys to assess overall engagement of employees.	The Center's Employee Assistance Program (EAP) has been added as a standing agenda item for Quarterly Town Hall meetings and all supervisor's team meetings to ensure staff are aware of the program and services provided. Medical plan provides counseling services to employees at an affordable rate with in network providers. The Benefits Specialist presents benefits to new hires and institute Securities Corporation (ISC) presents on retirement options during New Employee Orientation (NEO). Conducted an engagement survey in September of 2024. Implemented a 30 day check-in with Human Resources (HR) to ensure employees are acclimating well and set up for success in their role.	Chief of Human Resources Officer; Benefits Specialist Chief Human Resources Officer
		(4.3.b) Training & Professional Development.	A	(4.3.b.1) Develop a training program that invests in current supervisors and potential supervisors within the Center.	Developed an implemented an 8-week leadership training program; Pathways: Effective Leadership. This has been expanded to team leads to assist in succession planning. Leadership trainings are scheduled with and provided by Texas Council RISk Management Fund (TCRMF) twice a year for supervisors.	Chief Human Resources Officer
			A	(4.3.b.2) Become an approved Continuing Education Unit (CEU) provider to assist employees in obtaining Continuing Education Unit's (CEU) for their licensures.	Now offering free Continuing Education Unit's (CEU) to licensed staff through the Center's Learning Management System, Relias.	Chief Human Resources Officer
		(4.3.c) Strengthen Compensation.	A	(4.3.c.1) Conduct a salary gap analysis to address any salary inequities.	Reviewed annual salaries among like positions to ensure pay was equitable across the Center. Increased hourly pay rate to match market rate with other like organizations. Recertified as an approved Health Resources and Services Administration (HRSA) site to assist in recruiting and retaining prescribers and providers. Approved sites pay up to a certain amount of school loans for individuals working at a Health Resources and Services Administration (HRSA) approved site.	Chief Human Resources Officer
		(4.3.d) Recruitment.	A	(4.3.d.1) Develop a staffing plan to ensure the Center is targeting high need areas and positions.	Developed Staffing Plan based upon the Community Needs Assessment to drive recruiting focus and efforts.	Officer
			Α	(4.3.d.2) Expand recruitment efforts to areas outside of Denton and surrounding cities.	Center staff attended career fairs to expand recruitment efforts.	Chief Human Resources Officer; Human Resources Department; Executive Leadership Team
4.4	Communication	(4.4.a) Improve Overall Communication & Inclusion.	A	(4.4.a.1) Conduct opportunities for regular feedback from all staff.	Good Ideas email and Good Ideas boxes at each Center location. Good Ideas e-mail accessible year round. Good Ideas Box accessible bi- annually.	Executive Director; Chief Officers; Executive Leadership Team
4.5	Office Space	(4.5.a) Remodel and restructure center buildings to create more specialized service per building.	A	(4.5.a.1) Relocate Administration staff from the Denton Outpatient Clinic (DOPC) Building.	Purchased an Administrative Building.	Executive Director; Chief Financial Officer; Director of Procurement Services
			A	(4.5.a.2) Remodel Denton Outpatient Clinic (DOPC) - Psych Triage will transition from Crisis Outpatient Clinic (COPC) to Denton Outpatient Clinic (DOPC).	Hired an Architectural Firm to remodel and redesign offices at Denton Outpatient Clinic (DOPC) for greater workflow efficiencies.	Executive Director; Chief Financial Officer; Director of Procurement Services
4.6	Leadership Development	(4.6.a) Invest in Center Organizational development.	A	(4.6.a.1) Provide ongoing trainings to Leadership and include alternate dates. Training includes 8 courses.	* Chief and Executive Management Team (EMT) Leadership Training - Diana Cantu - 2023 * Texas Council Leadership Training - 2023 * Retias - Leadership Training & center-wide Human Resources (HR) training * Leadership Development Training - Erin Posey March 2024 * Leadership Development Training - FY 2025 * Texas Council Risk Management Fund (TCRMF) training for FY 2024 and 2025. * Financial Literacy Training - FY 2025	Chief Human Resources Officer; Chief Financial Officer

			A	(4.6.a.2) Create additional resources to assist in Leadership development.	Developed Supervisor Team and SharePoint in Microsoft Teams to act as a hub of information, forms and resources for supervisors.	Chief Human Resources Officer
		(4.6.b) Reorganize Center leadership structure to improve communication and allow for growth.	A	(4.6.b.1) Create Chief and Executive Leadership Team (ELT) Team.	Created Chief Integration Officer to include Intellectual and Developmental Disabilities (IDD) and Community integration programs.	Executive Director; Chief Officers; Executive Leadership Team
4.7	Marketing	(4.7.a) Enhance Reputation through Branding, Marketing, and Public Relations (PR) - Enhanced marketing and public relations will allow those we serve to know the center. (4.7.b) Rebrand Center to improve community	A	(4.7.a.1) Hire resource for communications, marketing, and Public Relations (PR). Outcome: Hire an internal resource who has the responsibility to drive the communications, public relations and branding to help shape the reputation of the center. This position will be responsible for promoting the brand & communicating the "story" of Denton County My Health My Resources in the community with stakeholders, constituents, and through our individuals served. (4.7.b.1) Create a re-branding committee to assist in the rebranding	Filled vacant brand ambassador position. January 2024 - Met with University of North Texas (UNT) Marketing department to discuss possible utilization of students to assist in the rebranding process. Meeting University of North Texas (UNT) undergraduate and graduate students regarding rebrand the week of March 25, 2024. Developed and introduced a new logo for the Center with the tagline of	Chief Human Resources Officer Chief Human Resources
		awareness of services.		efforts.	"my health, my resources".	Officer
4.8	Technology	(4.8.a) Improved WI-FI Access and Speed at Various Locations	A	(4.8.a.1) To improve the overall network performance, by adding more Access Points for Wi-Fi. *Redesign the network for more efficient data transporting. *Replace the SDWAN device to increase network speeds, and provide the opportunity to increase center bandwidth.	*Added CAT6 cabling in the walls. *Added New Firewall and New Core Switches. *Added new LAAN schema to segment the network. *Added duplicate circuit at Crisis Residential Unit (CRU).	Chief Technology Officer; Information Technology Department
		(4.8.b) Cybersecurity Concerns, Needs and Training	A	(4.8.b.1)Improve Cyber Security for the Center's Staff and Infrastructure. Year 5	*Installed Mimecast and Cyber-Security program to analyze and block harmful emails on the network. *Added two-factor authentication by purchasing OKTA – we are in the process of implementing this into our network. *Purchased an improved Firewall for our networks. *Added *Knowbd** – needs to be outlined. *installed Netwrix, a file level security software to monitor suspicious file activity on the network. *Purchased MDBR, a program that will help us effectively block harmful URLs on our network.	Chief Technology Officer; Information Technology Department
		(4.8.c) Accessibility to Information Technology (IT) Equipment for New and Existing Teammates	A	(4.8.c.1) Improve clinical access to individuals served through the use of Tele-Psych video carts to be utilized throughout the center buildings	*Purchased additional laptops, docking stations, and monitors to assure most staff get a new computer that will perform at optimal speed. *Added new Tele psych units at each location.	Chief Technology Officer; Information Technology Department
		(4.8.d) Downtime Procedures	A	(4.8.d.1) List out disaster recovery procedures.	*Implemented a remote Network/System Backup System utilizing DATTO to provide us with a Manageable Disaster Recovery scenario along with developing a new Disaster Recovery plan that is documented in our policies and procedures in PolicyStat. *Updated Notebook in Information Technology (IT) Department with the latest info. *Sent updated file to Information Technology (IT) Notebook.	Chief Technology Officer; Information Technology Department
			A	(4.8.d.2) Identify a clear plan of action in the event of a natural or man-made disaster or a cyber incident.	Reworked the Disaster Plan with actual phone contacts.	Chief Technology Officer; Information Technology Department
		(4.8.e) To bring better conductivity and Security to each technology hub.	A	(4.8.e.1) Upgrade Denton Outpatient Clinic (DOPC) Internet to a Gig Fibre.	Accomplished February 2025.	Chief Technology Officer; Information Technology Department
			Α	(4.8.e.2) Admin Building added to the network with 16G throughput.	Accomplished February 2025.	Chief Technology Officer; Information Technology Department