

Strategic Goals 2026 - 2028

1. Operate efficiently and effectively with a commitment to improvement.

Strategy 1: Strengthen workforce talent, well-being, and effectiveness.

- Continue to foster a culture of **C**ollaboration, **A**ccountability, **R**espect and **E**xcellence across all levels of the organization.
- Create structured opportunities for staff input, feedback, and meaningful participation.
- Improve transparency, consistency and accessibility of information sharing with all staff members.
- Pilot augmented intelligence applications across departments to reduce administrative burden and support staff effectiveness in their roles.
- Develop comprehensive reporting dashboards that enable staff to monitor performance and make informed real-time decisions.
- Identify and develop emerging leaders beyond the Senior Leadership Team; establish robust succession planning for critical roles.
- Actively participate in statewide efforts to secure increased Medicaid reimbursement rates, general revenue funding, ECI funding and other funding to support competitive salaries and benefits.

Strategy 2: Optimize financial sustainability and stewardship.

- Review and strengthen foundational services using a back-to-basics approach focused on operational excellence.
- Continuously assess non-contractually required programs (beyond Local Mental Health Authorities (LMHAs) and Local Intellectual and Developmental Disability Authorities (LIDDAs)) mandates) to ensure long-term sustainability.
- Maximize revenue from existing sources by implementing specialized software to improve billing, collections, and reimbursement processes.
- Strengthen financial assessment processes with real-time eligibility verification to reduce claim denials and payment delays.
- Limit new expenditures to initiatives that demonstrably reduce costs or generate revenue.
- Align services and physical locations with community needs to maximize impact and efficiency, while exploring mobile clinic options.
- Increase outreach efforts to underserved and potential client populations to broaden service utilization.
- Conduct comprehensive financial analysis of calling the bonds on 4706 Airport Avenue to determine fiscal impact.

2. Improve the health and well-being of people served.

Strategy 1: Enhance behavioral health outcomes for all populations served.

- Expand medication-assisted treatment (MAT) capacity by training specialized clinical staff and implementing screening protocols for substance use disorders.
- Proactively engage school boards, administrators, and parent groups in districts that currently restrict on-campus services to demonstrate value and secure access.
- Expand pre-arrest and post-arrest diversion pathways for individuals with mental health issues, autism and developmental disabilities to redirect them from county jail to appropriate treatment and support services.

3. Lead through collaboration and system connection.

Strategy 1: Strengthen impactful collaborations that directly support service delivery across the Continuum of Care.

- Strengthen community understanding of Texana Center's mission, services, and measurable value to the populations and region served.
- Continue multi-media outreach to reduce stigma around mental health, autism, and developmental disabilities while promoting the critical importance of early intervention and timely access to care.
- Host regular stakeholder meetings, community forums, and educational events that demonstrate Texana Center's impact and foster collaborative partnerships.

Strategy 2: Advocate for a well-funded system of care that adequately meets the needs of people with mental health challenges, autism, and developmental disabilities.

- Educate and advocate for policy and system changes at local, state, and national levels to remove barriers and improve access to quality services.
- Advocate for the essential role of LMHAs and LIDDAs as cornerstones of community-based care.
- Support increased funding and service capacity for programs serving children and adults with mental health issues, autism and developmental disabilities.
- Advocate for equitable reimbursement rates that reflect the true cost of delivering quality care and ensure long-term financial viability across all service lines.