

## 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 Collaboration, Accountability, Respect and Excellence 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 LIDDAAs 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.