
Texas Mental Health Transformation Operational Plan

Version: 6.1 08.4.2008

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1. PROJECT BACKGROUND

In October 2005, the Substance and Mental Health Services Administration (SAMHSA) awarded Texas a five-year Mental Health Transformation State Incentive Grant (MHT SIG) to implement the goals of the President's New Freedom Commission on Mental Health (NFC) through a Texas-specific Comprehensive Mental Health Plan.

To implement the grant, Governor Perry formed the Mental Health Transformation Working Group (TWG) and asked the Texas Department of State Health Services to provide management services and project oversight. The TWG is a partnership of 14 governmental agencies, legislative representatives, and consumer and family representatives. The TWG has embarked on an ambitious initiative to transform its mental health system, emphasizing a consumer-driven, public health, and early intervention approach. To help guide this transformation, a needs assessment and resource inventory among all TWG agencies was conducted. Using this information, the TWG developed a Comprehensive Mental Health Plan (CMHP) for Texas, outlining the state's priority goals and strategies. The initial CMHP was submitted to SAMHSA at the end of September 2006 and an update was submitted in 2007. All materials are available on the Mental Health Transformation (MHT) website, www.mhtransformation.org.

For Transformation to be successful, changes must occur at both the state and local levels. Coordination of activities and resources across Texas' state-level systems are being managed by the TWG. Work plans have been developed and are being implemented that address the NFC and Texas CMHP goals. Local transformation efforts are being piloted in seven local community collaboratives, funded by the MHT SIG grant through a competitive selection process. Each collaborative has developed and is implementing a strategic plan to transform the service system at the local level. Community applicants not selected for funding were invited to join a broader learning collaborative.

Mental Health Transformation in Texas is an ongoing initiative that will adjust course as goals are achieved and new opportunities are identified. The CMHP will be updated on an annual basis for the duration of the grant.

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2. PLAN OVERVIEW

2.1 PURPOSE

This operational plan advances the CMHP by providing additional detail on specific activities and programs sponsored by the state's TWG. In addition to efforts that are receiving financial support from the MHT SIG, TWG partner agencies are engaged in transformative efforts that are funded through other sources. These activities are identified in this Plan. The plans contained in this document are forward-looking rather than providing an historical account. Other MHT and agency documents, such as the CMHP should be referenced for additional background information. Documents are available at www.mhtransformation.org.

This document will serve as a guide for the TWG and other entities in tracking subprojects and assist in identifying gaps in Texas' work in meeting the New Freedom Commission's goals. Community Collaboratives and other stakeholders may use the information to identify opportunities to collaborate with the TWG and its action teams to advance system transformation. Organizations and individuals wishing to assist in subproject implementation are encouraged to contact the individuals listed in each subproject plan.

The progress made on the activities contained in this operational plan will serve to inform updates to the CMHP.

General questions regarding this operational plan should be directed to the MHT Project Director, DSHS through the MHT website.

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2.2 MHT TIMELINE

| Event/Activity | Target Dates |
|--|---------------------------|
| Project initiated | 10/05 |
| Needs Assessment/Resource Inventory developed | 2006 |
| Comprehensive Mental Health Plan (CMHP) developed | 10/06 |
| Community Collaboratives selected | Summer 2007 |
| <i>Meeting of the Minds</i> mental health conference | 8/07 |
| Comprehensive Mental Health Plan updated | 10/07 |
| TWG meeting | 5/6/08 |
| Steering Committee meeting | 7/3/08 |
| TWG meeting | 8/5/08 |
| State Fiscal Year 09 begins | 9/1/08 |
| Comprehensive Mental Health Plan update due | 9/30/08 |
| Federal Fiscal Year 09 Begins | 10/1/08 (MHT Year 3 ends) |
| Steering Committee Meeting | 10/08 |
| TWG meeting | 11/7/08 |
| Begin Continuation/Carryover application | 11/15/08 |
| MHT SIG Grantee meeting | 11/08 |
| Steering Committee meeting | 1/09 |
| TWG meeting | 2/09 |
| Carryover application due | 2/09 |
| Continuation application due | 3/09 |
| Steering Committee meeting | 4/09 |
| TWG meeting | 5/09 |
| Contract renewals due | 6/1/09 |
| Steering Committee meeting | 7/09 |
| TWG meeting | 8/09 |
| State Fiscal Year begins | 9/1/09 |
| Comprehensive Mental Health Plan update due | 9/30/09 |
| Federal Fiscal Year begins | 10/1/09 (MHT Year 4 ends) |
| TWG meeting | 11/09 |
| MHT SIG grantee meeting | 11/09 |
| Begin continuation/carryover application preparation | 11/15/09 |
| Steering Committee Meeting | 1/10 |
| TWG Meeting | 2/10 |
| Carryover application due | 2/28/10 |
| Continuation application due | 3/15/10 |
| Steering Committee Meeting | 4/10 |
| TWG Meeting | 5/10 |
| Contract renewals due | 6/1/10 |
| Steering Committee meeting | 6/10 |
| TWG meeting | 8/10 |
| State Fiscal Year begins | 9/1/10 |
| Comprehensive Plan update due | 9/30/10 |
| Federal Fiscal Year begins | 10/1/10 (MHT Year 5 ends) |
| Project closeout | 12/31/10 |

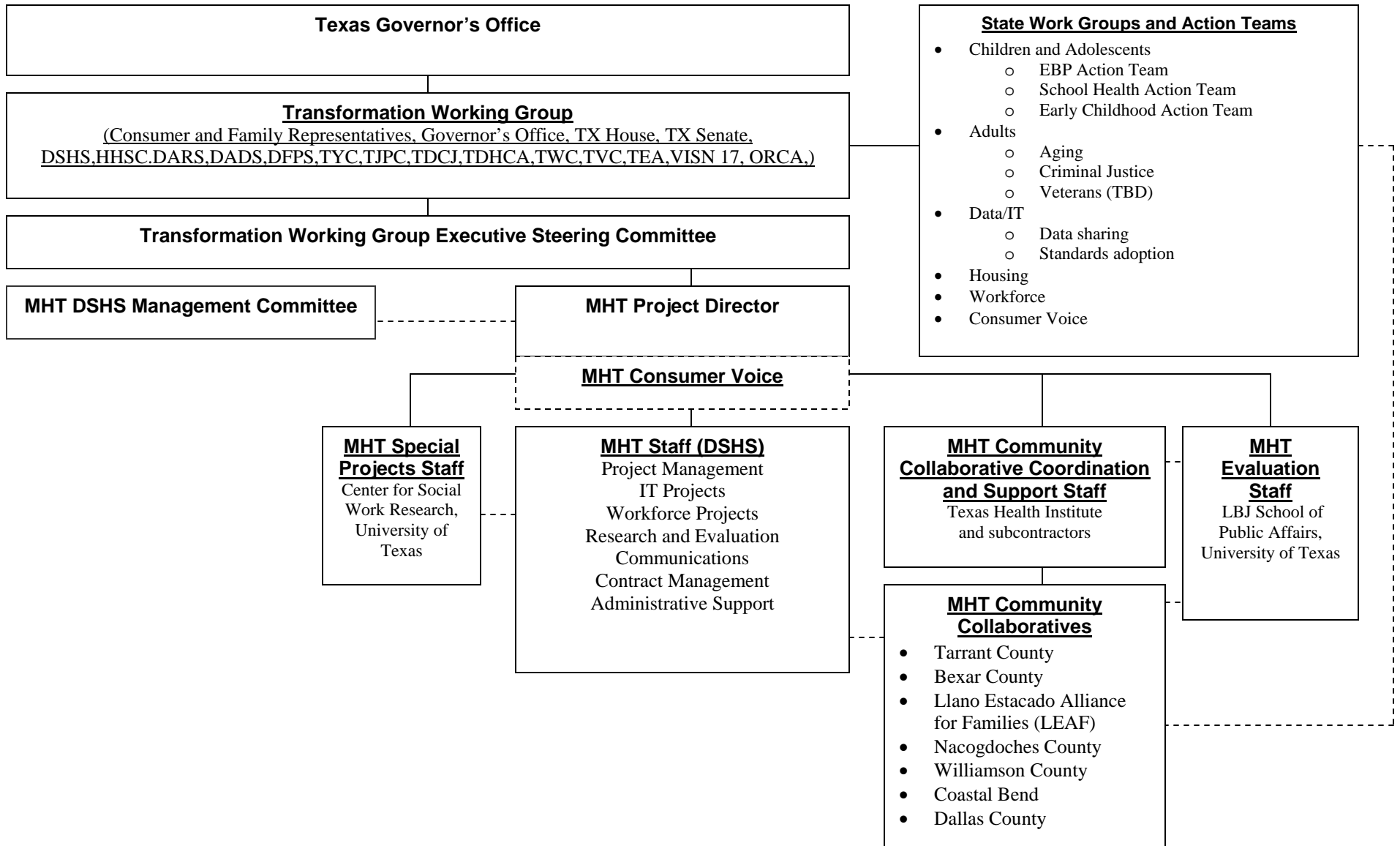
2.3 ASSUMPTIONS

- Project partners will participate in the development of the CMHP.
- Project partners may engage in transformative activities not included in this work plan, but that are reported in the federal Mental Health Transformation Tracker.

2.4 CONSTRAINTS

- Resources available (Staffing, financial)
- Level of participation is voluntary

3. MHT ORGANIZATION



4. ROLES AND RESPONSIBILITIES

| Role / Name(s) | Responsibilities |
|---|---|
| <p><u>Governor's Office</u></p> <ul style="list-style-type: none"> • Jessica Olson, OOG | <ul style="list-style-type: none"> • Serve as executive contact and provide guidance for Mental Health Transformation in Texas. • Review and approve grant continuation applications and other materials before submission to SAMHSA. • Appoint chair and members of the Transformation Working Group. |
| <p><u>MHT Transformation Working Group</u></p> <ul style="list-style-type: none"> • David Lakey, DSHS, Chairman • Jessica Olson, OOG • Enenna Ezekoye, Texas Senate • To be named, Texas House • Maurice Dutton • Stephany Bryan • Mike Halligan • Tom Valentine, HHSC • Sue Milam, DFPS • Steve Spencer, TJPC • Debra Wanser, DARS • Richard Poe TEA • Theresa Cruz, ORCA • Kathryn Kotrla, VISN 17 • Tracy Levins, TYC • Charles Buerschinger, TVC • John Fuller, TWC • Jon Weizenbaum, DADS • Mike Maples, DSHS • Brenda Hull, TDHCA • Dee Wilson, TDCJ | <ul style="list-style-type: none"> • Provide strategic direction to the project. • Help resolve issues that are escalated. • Establish work groups. • Serve as Executive Sponsors of work groups. • Approve work group plans and activities. • Identify appropriate staff and representatives to serve on work groups. • Advocate for the project and provide appropriate resources. • Responsible for ensuring changes are made within each agency that ensure policies and practice are reflective of the MHT principals and values. • Serve as final approval authority for project and deliverables. |
| <p><u>MHT Transformation Working Group Executive Steering Committee</u></p> <ul style="list-style-type: none"> • David Lakey, DSHS, Chairman <ul style="list-style-type: none"> ○ Jessica Olson, OOG ○ Tom Valentine, HHSC ○ Sue Milam, DFPS ○ Maurice Dutton ○ Jon Weizenbaum, DADS ○ John Fuller, TWC ○ Brenda Hull, TDHCA ○ Mike Halligan ○ Assoc. Comm., DSHS ○ Dee Wilson, TDCJ | <ul style="list-style-type: none"> • Provide strategic direction and oversight to the project. • Present work group plans to TWG. • Advocate for the project and provide appropriate resources. • Help identify and resolve issues, risks, and opportunities that may impact the project. • Ensure that appropriate stakeholders are involved in planning and implementing project. |

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| <p><u>DSHS MHT Management Committee</u></p> <ul style="list-style-type: none"> • David Lakey, DSHS Commissioner, Chairman • TBD, DSHS Associate Commissioner • Luanne Southern, DSHS Deputy Commissioner • Mike Maples, DSHS Assistant Commissioner for MHSA • Kirk Cole, Director, CCEA • Sam Shore, MHT Project Director | <ul style="list-style-type: none"> • Coordinate MHT activities with the Office of the Governor. • Advocate for the project and provide appropriate resources. • Help resolve issues that are escalated. • Provide leadership for DSHS internal MHT activities. |
| <p><u>MHT Project Director</u></p> <ul style="list-style-type: none"> • Sam Shore, DSHS | <ul style="list-style-type: none"> • Serve as primary point of contact and coordination for all MHT activities. • Help identify and resolve issues, risks, and opportunities that may impact the project. • Escalate issues to the DSHS MHT Management Committee as necessary. • Provide strategic and operational leadership. |
| <p><u>MHT Workforce Program Specialist</u></p> <ul style="list-style-type: none"> • TBD, DSHS | <ul style="list-style-type: none"> • Develop and implement work plan in partnership with the Hogg Foundation and key stakeholders • Serve as primary staff for the Workforce Work Group. • Help identify and resolve issues, risks, and opportunities that may impact the project. • Escalate issues to the Project Director as necessary. |
| <p><u>MHT Staff Services Officer</u></p> <ul style="list-style-type: none"> • TBD, DSHS | <ul style="list-style-type: none"> • Coordinate the submission and review of activities into operational plans. • Support MHT business processes including financial and contracting, |
| <p><u>MHT IT Project Manager</u></p> <ul style="list-style-type: none"> • Steve Eichner, DSHS | <ul style="list-style-type: none"> • Develop and implement a plan for statewide collaborative data and health information technology activities. • Help identify and resolve issues, risks, and opportunities that may impact the project. • Escalate issues to the Project Director as necessary. • Serve as a connector to state data infrastructure, health information technology, and health informatics activities. |
| <p><u>MHT Research and Evaluation Specialist</u></p> <ul style="list-style-type: none"> • TBD, DSHS | <ul style="list-style-type: none"> • Coordinate research and evaluation regarding mental health services transformation in Texas. • Collect and manage GPRA reporting • Coordinate activities with work groups, as appropriate. • Help identify and resolve issues, risks, and opportunities that may impact the project. • Escalate issues to the Project Director as necessary. |
| <p><u>MHT Information Specialist</u></p> <ul style="list-style-type: none"> • TBD, DSHS | <ul style="list-style-type: none"> • Coordinate external communications regarding mental health transformation. • Develop communications plan to address stigma • Help identify and resolve issues, risks, and opportunities that may impact the project. • Escalate issues to the Project Director as necessary. |
| <p><u>MHT Program Specialist/Contracts Manager</u></p> <ul style="list-style-type: none"> • Ellen Trevino, DSHS | <ul style="list-style-type: none"> • Manage contracting issues between DSHS and all project contractors, MHT contracts. • Coordinate grant application and resubmission activities. |

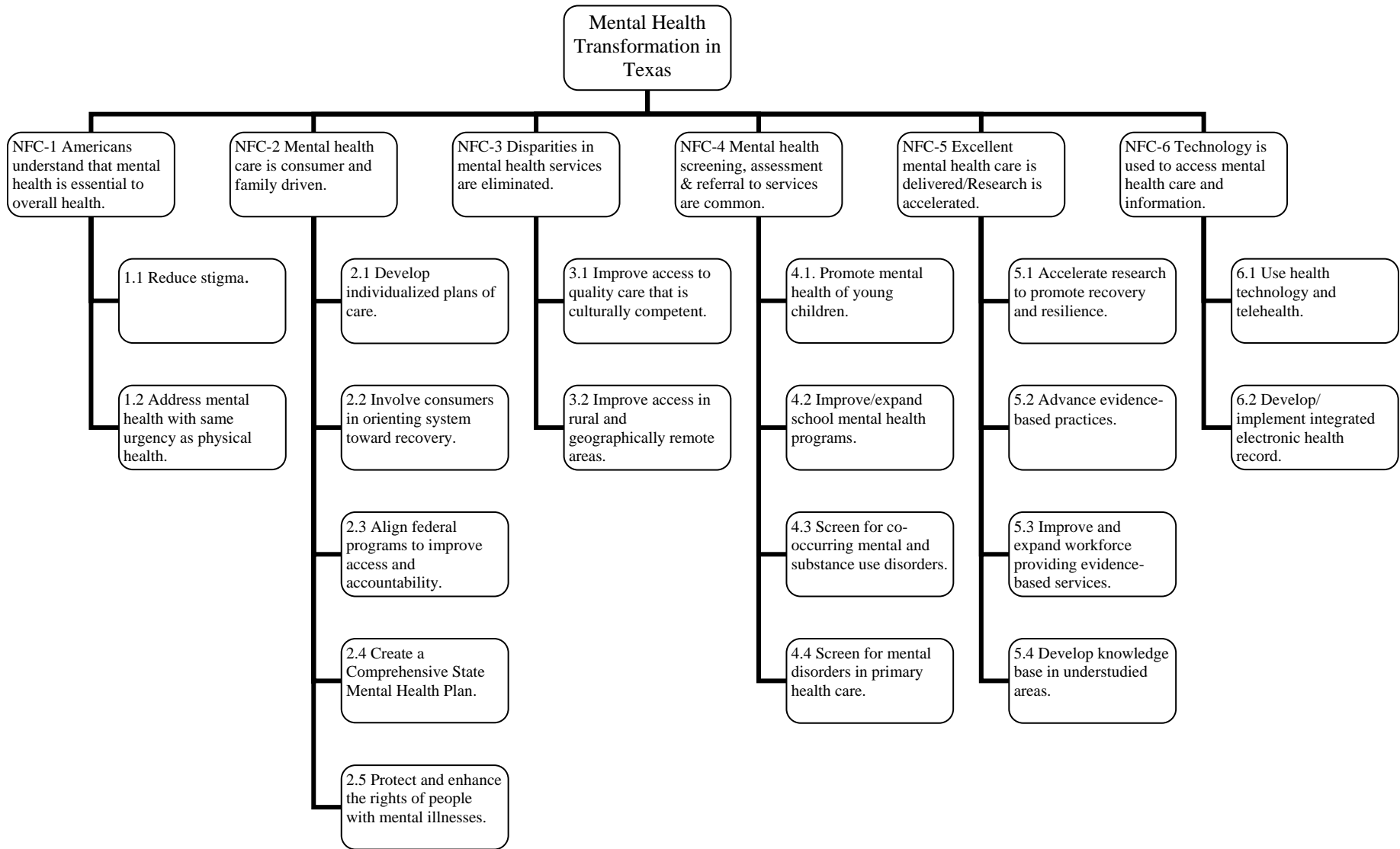
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| <p><u>MHT Administrative Support</u></p> <ul style="list-style-type: none"> • Dolly Klinefelter, DSHS | <ul style="list-style-type: none"> • Provide administrative support to the project. • Coordinate communications with the TWG. |
| <p><u>MHT Consumer Coordinator</u></p> <ul style="list-style-type: none"> • Valarie Garza, Texas Health Institute | <ul style="list-style-type: none"> • Coordinate consumer network activities across the state. • Advance peer-to-peer training. • Advance opportunities for involvement for consumers, youth, and family members. • Advance consumer participation in community collaboratives. • Advance consumer participation in state work group activities. |
| <p><u>State Work Groups</u></p> <ul style="list-style-type: none"> • Children and Adolescent <ul style="list-style-type: none"> ○ Sue Milam ○ Richard Poe ○ EBP Action Team ○ School Action Team ○ Early Childhood Action Team • Adult <ul style="list-style-type: none"> ○ Jon Weizenbaum ○ Dee Wilson • Housing <ul style="list-style-type: none"> ○ Tom Valentine ○ Brenda Hull • Data/IT <ul style="list-style-type: none"> ○ Tom Valentine • Workforce <ul style="list-style-type: none"> ○ Vickie Coffee-Fletcher ○ John Fuller • Consumer Voice <ul style="list-style-type: none"> ○ Stephany Bryan | <ul style="list-style-type: none"> • Obtain relevant data from Work Group Executive Sponsor and/or MHT Project Director. • Propose and implement activities that advance the CMHP. • Propose and implement activities that can be evaluated and reported. • Use communication mechanisms to interact with stakeholders. • Meet periodically throughout the year to implement, update, evaluate, and move activities forward. • Develop semi-annual updates. • Collaborate with community collaboratives. • Create Action Teams for activities selected for implementation. • Consult with Evaluation Team on issues requiring outside evaluation. |
| <p><u>MHT Community Collaboratives</u></p> <ul style="list-style-type: none"> • Tarrant County • Bexar County • Llano Estacado Alliance for Families (LEAF) • Nacogdoches County • Williamson County • Coastal Bend • Dallas County | <ul style="list-style-type: none"> • Communicate and collaborate with TWG, TWG work groups, and project evaluators to advance mental health transformation. • Transform mental health systems at the community level in a manner consistent with the CMHP and NFC goals through implementation of agreed-upon plans. |
| <p><u>MHT Community Collaboratives Coordination and Support</u></p> <ul style="list-style-type: none"> • Texas Health Institute <ul style="list-style-type: none"> ○ Camille Miller, President ○ Susan Griffin, Community Development Specialist | <ul style="list-style-type: none"> • Update MHT Project Director on Collaborative and Contractor activities • Assist communities in plan development. • Provide/arrange technical assistance based on community's identified needs. • Communicate state-level activities and connect collaboratives to relevant state-level workgroups and projects. • Provide mechanisms for collaboratives to communicate and collaborate with TWG agencies. • Assist with connecting evaluators to collaboratives. |
| <p><u>Evaluation Team</u></p> <ul style="list-style-type: none"> • LBJ School of Public Affairs <ul style="list-style-type: none"> ○ Pat Wong | <ul style="list-style-type: none"> • Conduct evaluation services as directed by the MHT Project Director. |

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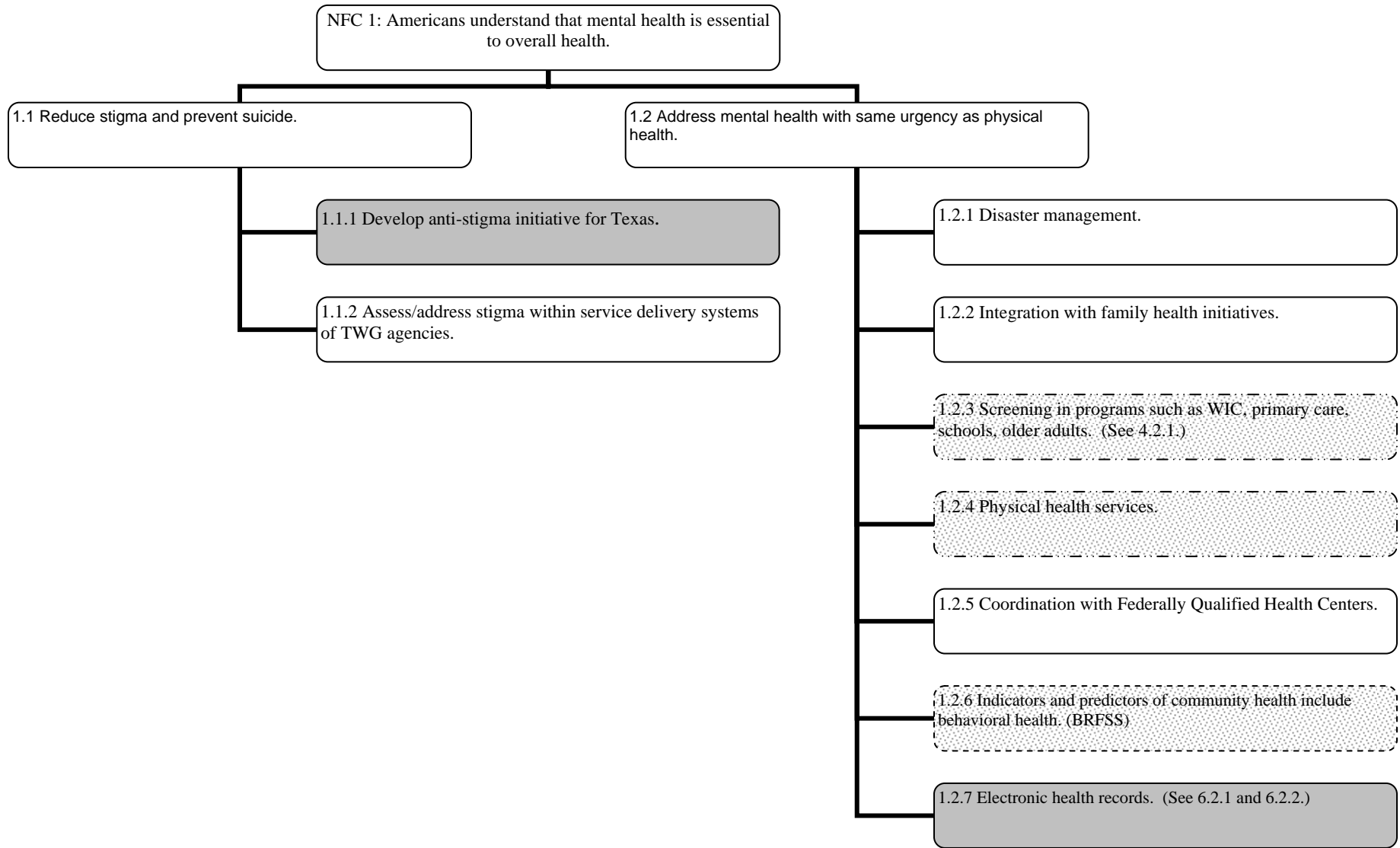
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| <p><u>Special Projects</u></p> <ul style="list-style-type: none">• Center for Social Work Research, University of Texas<ul style="list-style-type: none">◦ <i>Dick Spence</i> | <ul style="list-style-type: none">• Complete specific work plan activities in support of workgroups.• Complete special projects as requested by the MHT Project Director.• Manage and/or conduct the recovery and resiliency proof of concept studies. |
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5. TEXAS COMPREHENSIVE MENTAL HEALTH PLAN BY NEW FREEDOM COMMISSION GOALS



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Texas CMHP Goals by NFC Goal Areas



MHT-funded activity with charter and work plan.

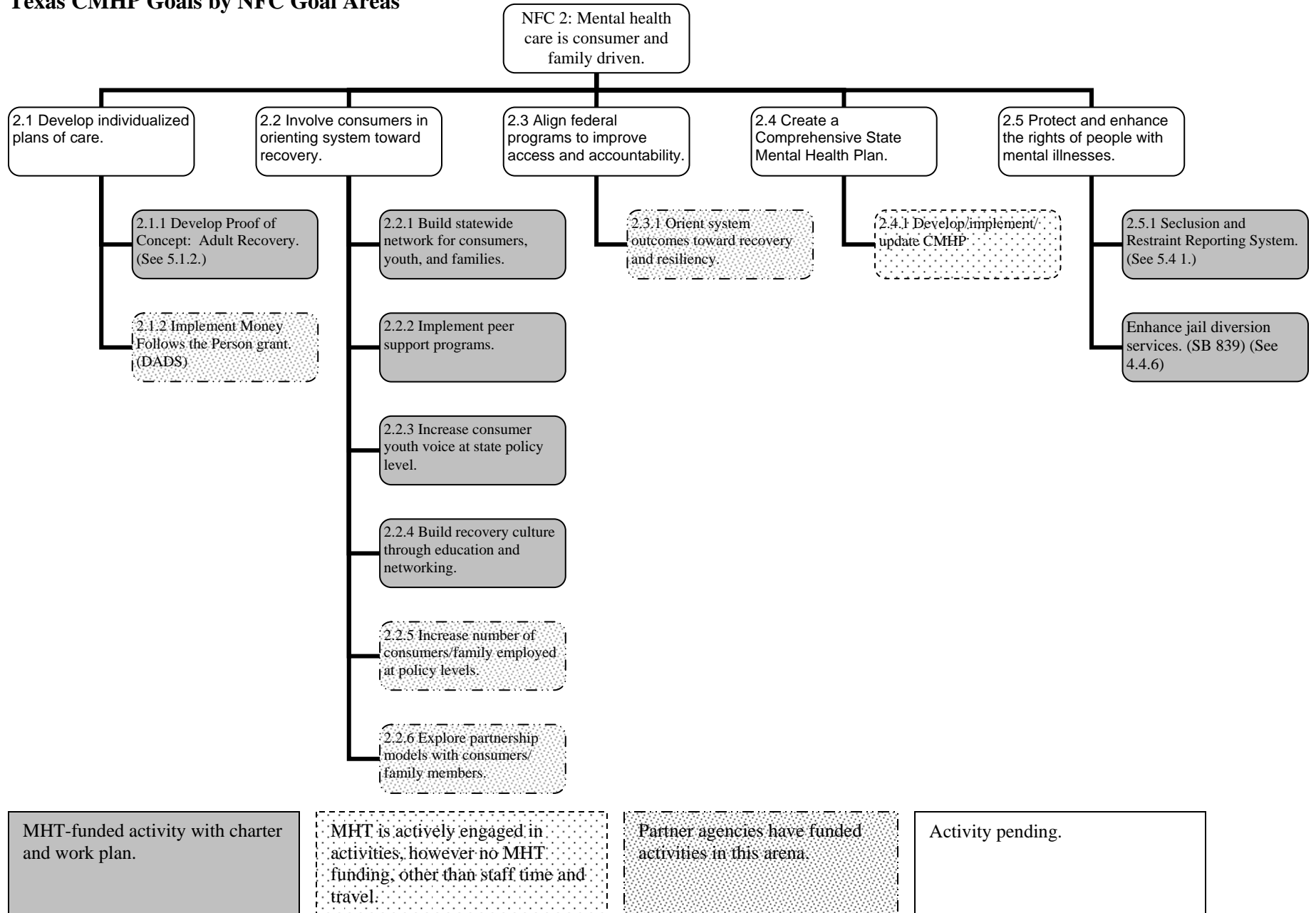
MHT is actively engaged in activities; however no MHT funding, other than staff time and travel.

Partner agencies have funded activities in this arena.

Activity pending

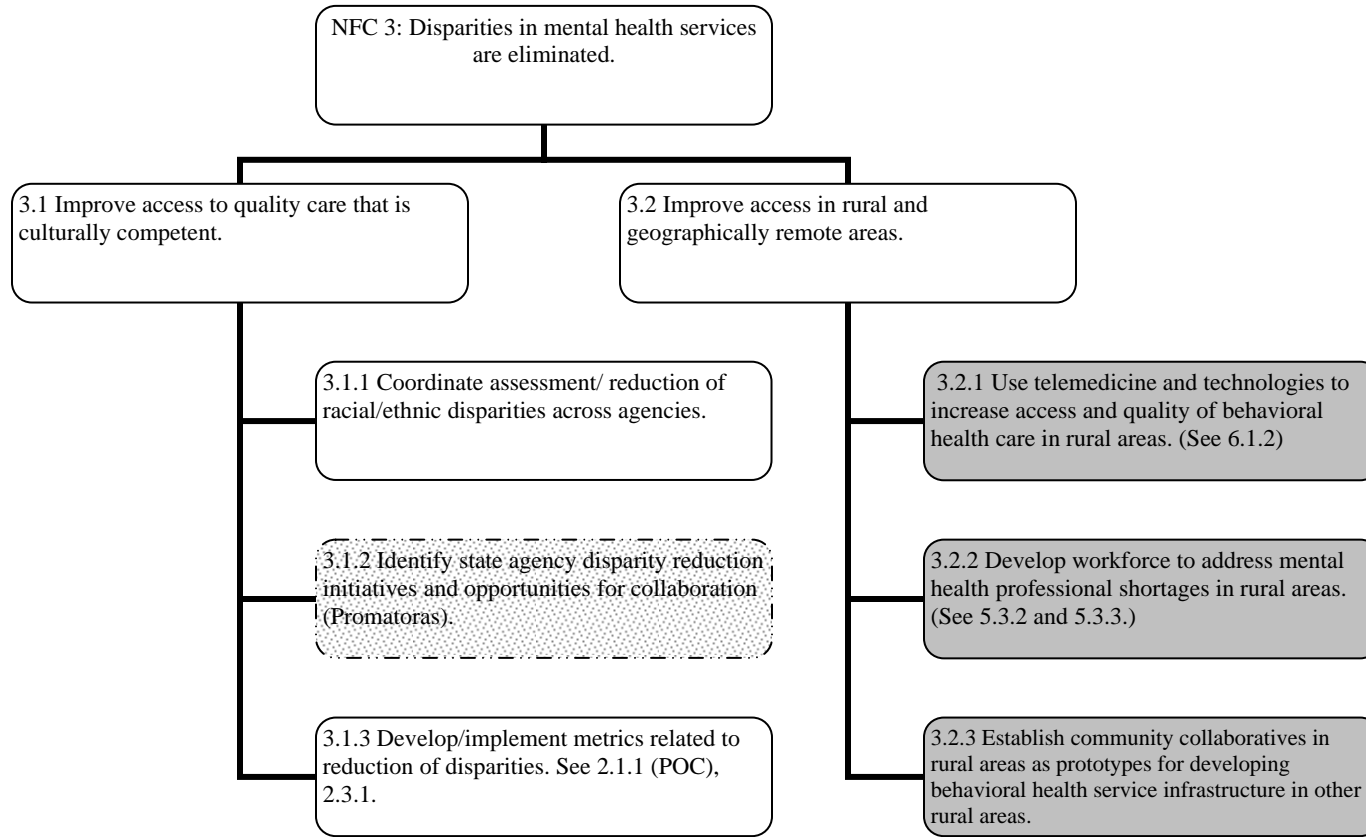
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Texas CMHP Goals by NFC Goal Areas



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Texas CMHP Goals by NFC Goal Areas



MHT-funded activity with charter and work plan.

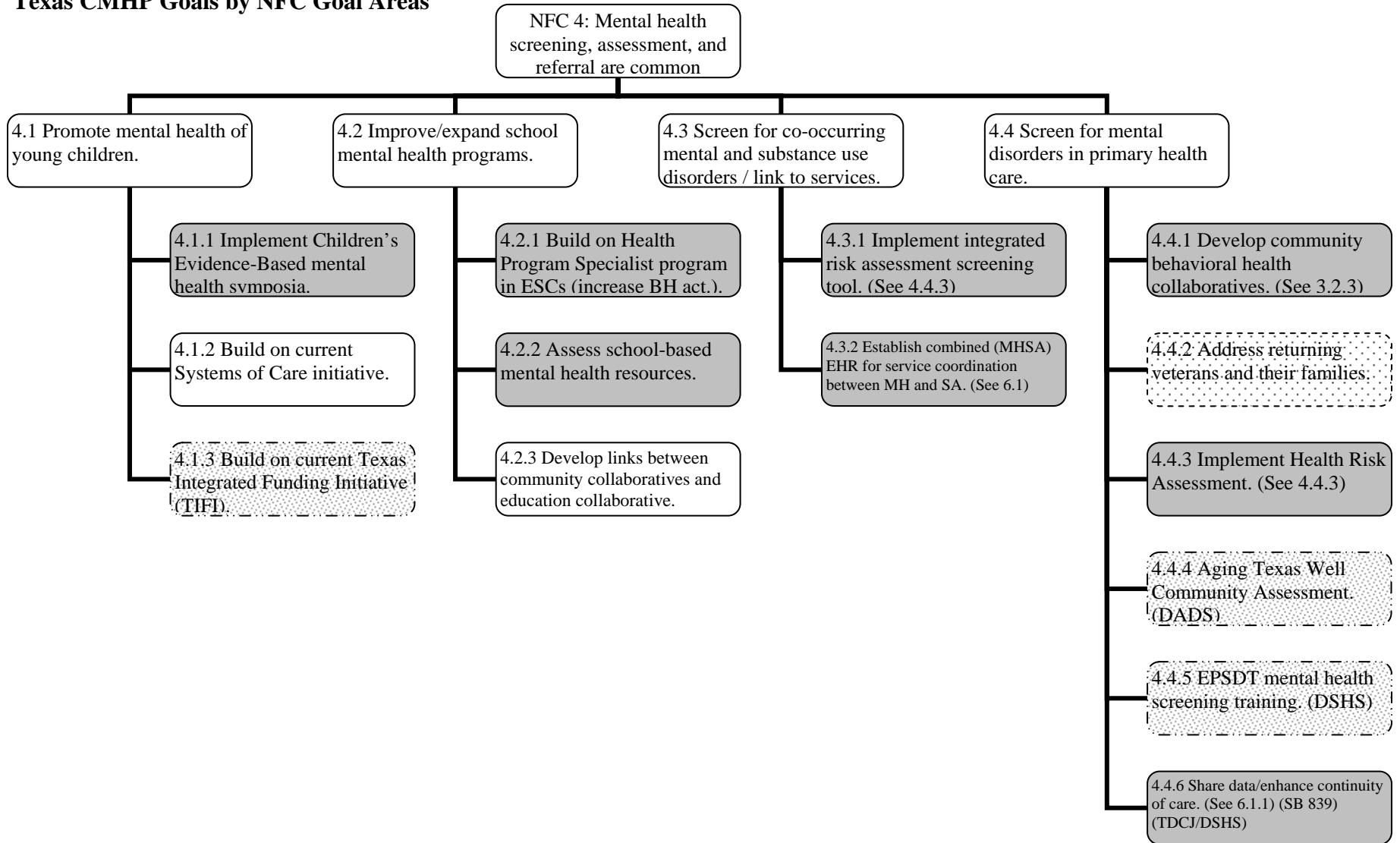
MHT is actively engaged in activities, however no MHT funding, other than staff time and travel.

Partner agencies have funded activities in this arena.

Activity pending.

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Texas CMHP Goals by NFC Goal Areas



MHT-funded activity with charter and work plan.

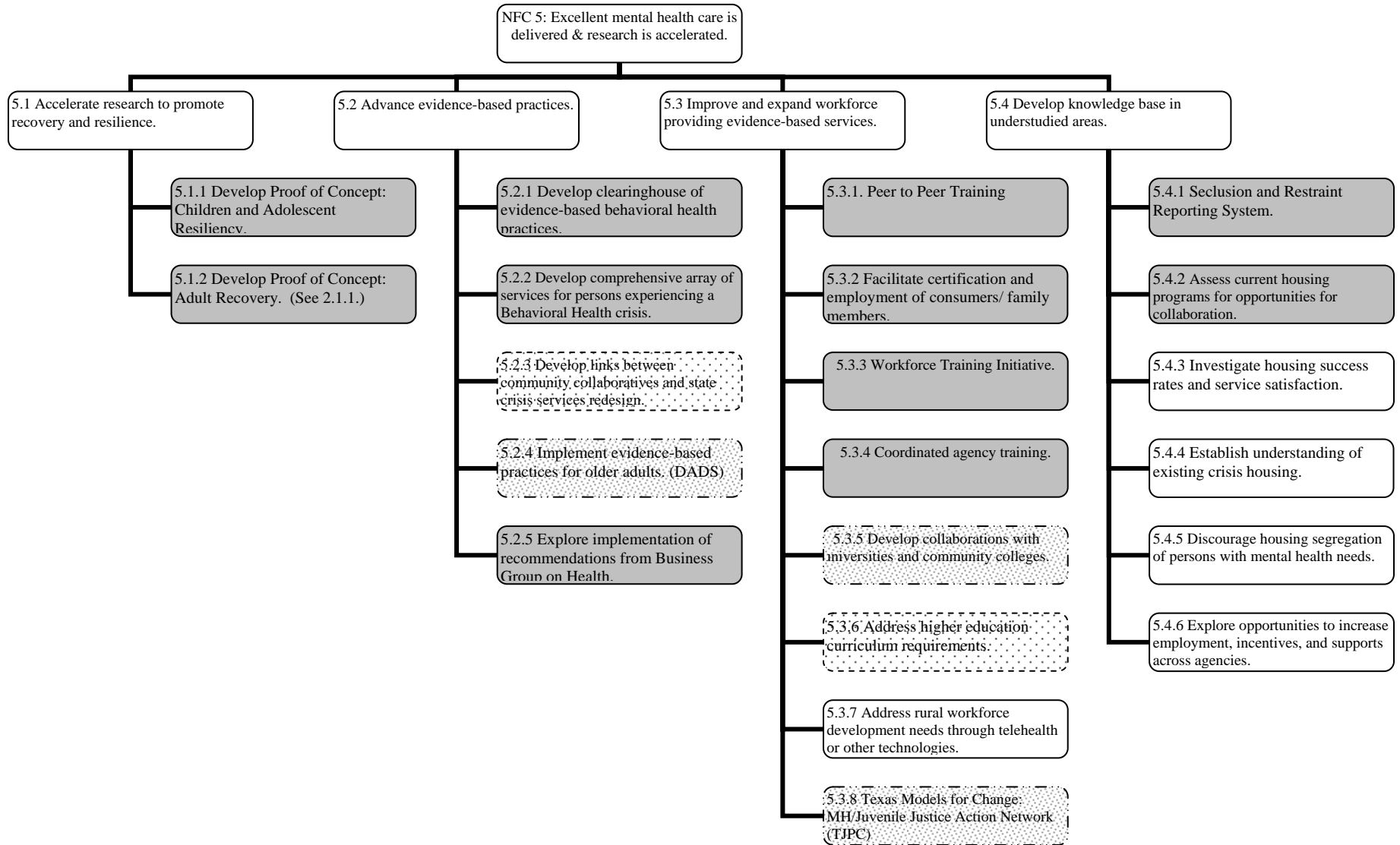
MHT is actively engaged in activities, however no MHT funding, other than staff time and travel.

Partner agencies have funded activities in this arena.

Activity pending.

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Texas CMHP Goals by NFC Goal Areas



MHT-funded activity with charter and work plan.

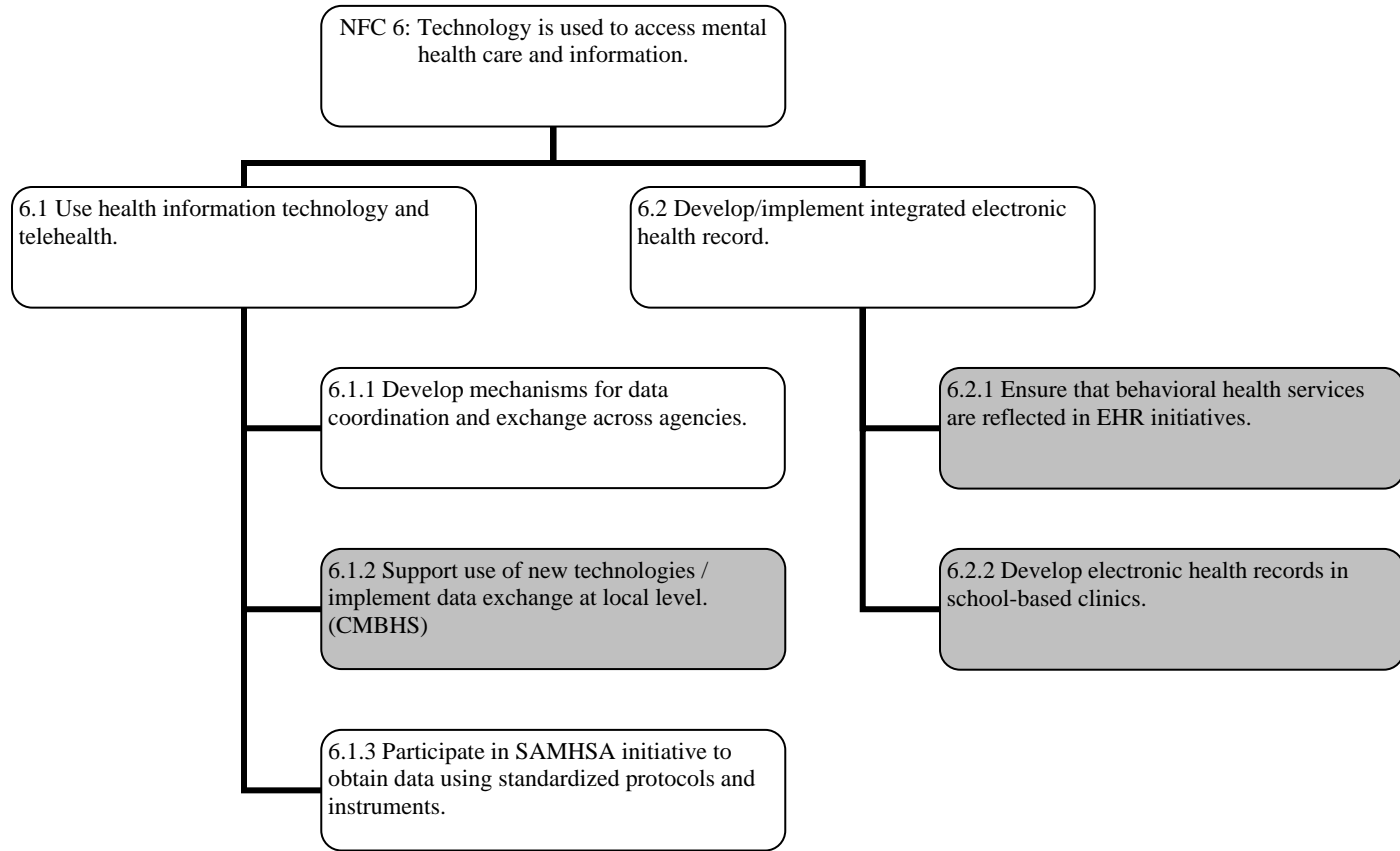
MHT is actively engaged in activities, however no MHT funding, other than staff time and travel.

Partner agencies have funded activities in this arena.

Activity pending.

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Texas CMHP Goals by NFC Goal Areas



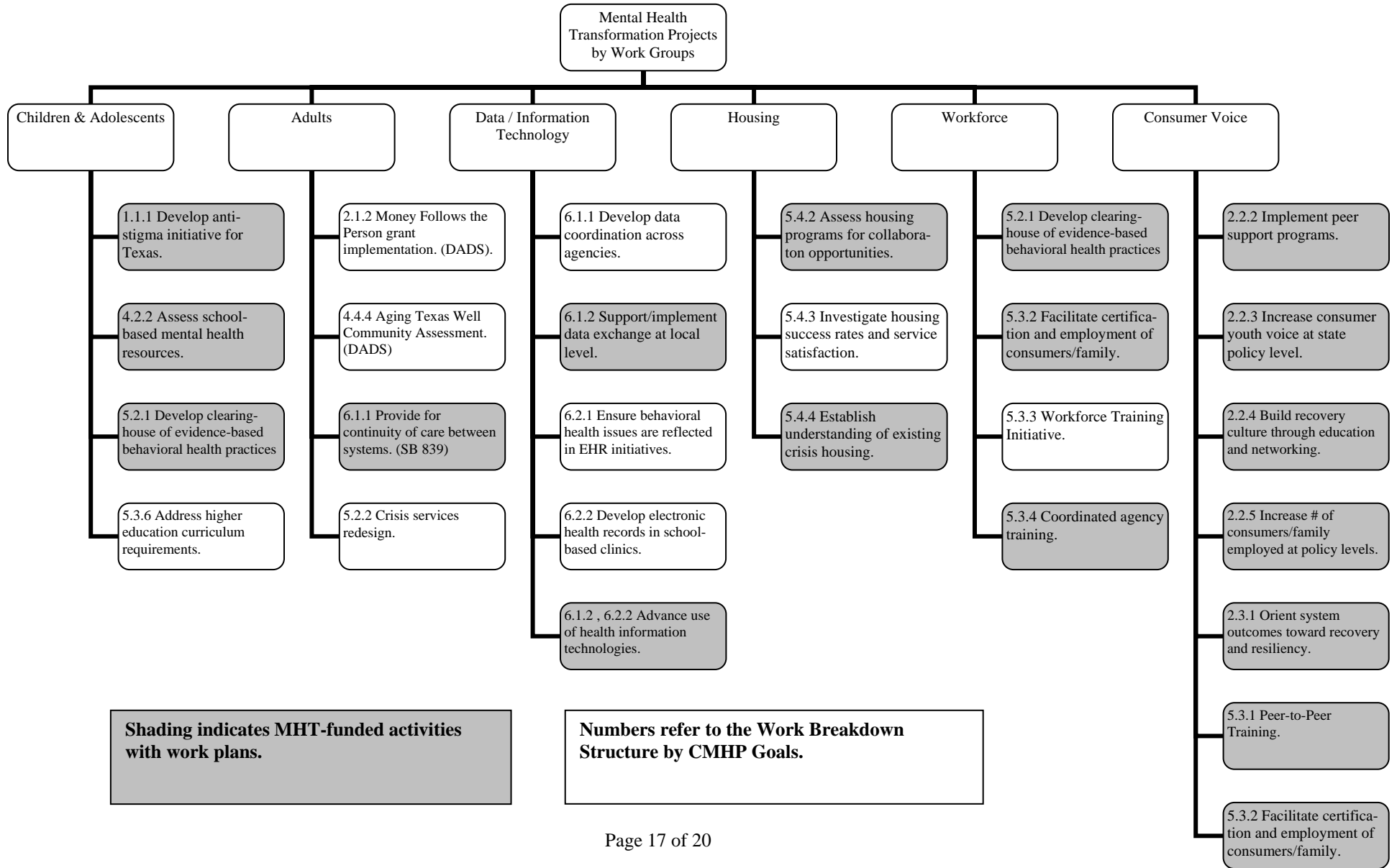
MHT-funded activity with charter and work plan.

MHT is actively engaged in activities, however no MHT funding, other than staff time and travel.

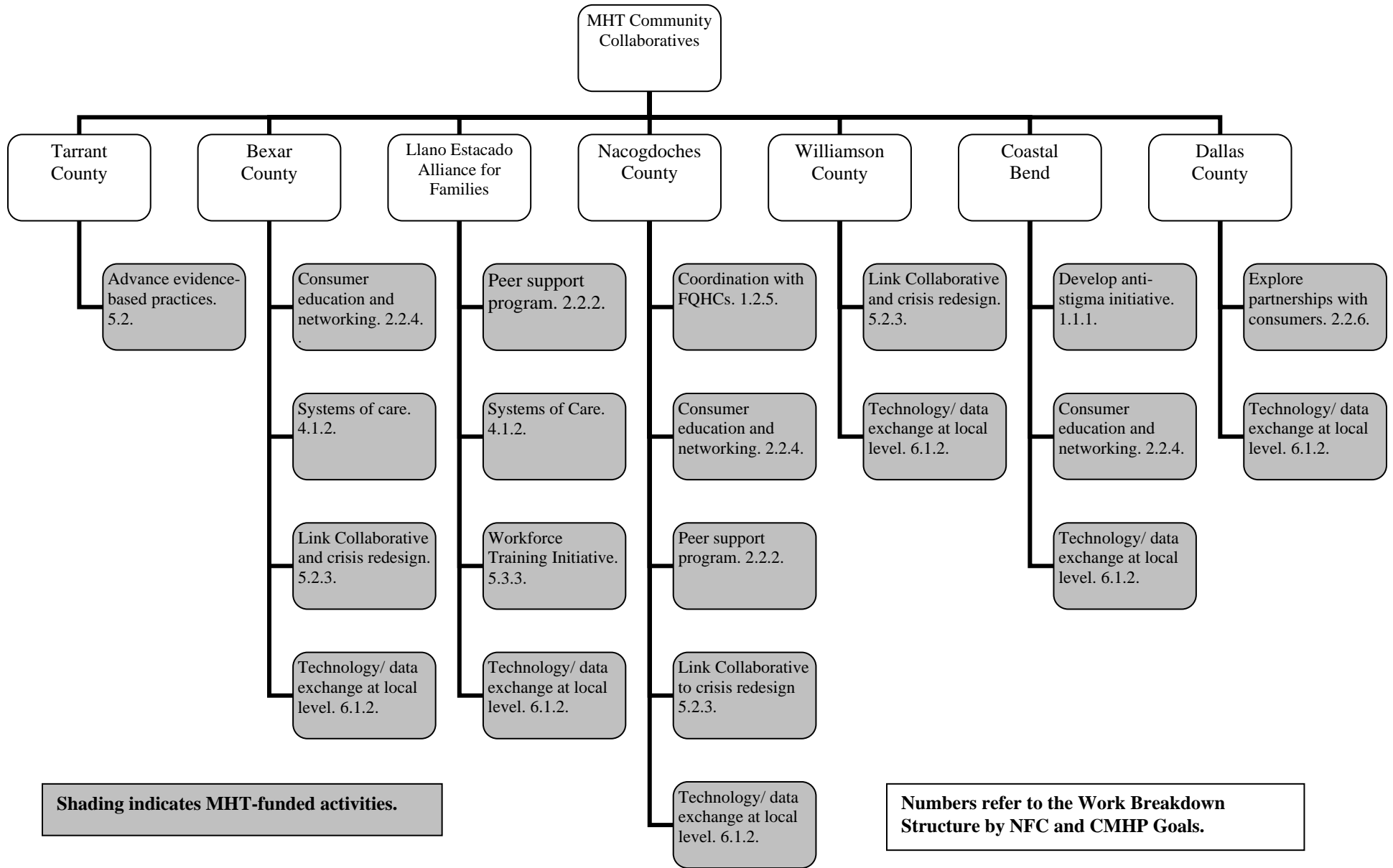
Partner agencies have funded activities in this arena.

Activity pending.

6. MENTAL HEALTH TRANSFORMATION PROJECTS BY WORK GROUPS



7. WORK BREAKDOWN STRUCTURE FOR COMMUNITY COLLABORATIVES



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8. MHT PROJECT CHARTERS

Project Name

1.1.1 Develop anti-stigma initiative for Texas.

Purpose

To develop a cross-agency, integrated anti-stigma initiative that improves people's perceptions of mental illness and improved people's awareness of mental health issues.

Scope

The project audience will be limited geographically due to the limited amount of funding available for the project at this time. Outreach is expected through TWG partner agencies.

Project Responsibility

Primary responsibility lies with Mimi McKay, DSHS MHSA.

Project Contact

Mimi McKay, DSHS MHSA
mimi.mckay@dshs.state.tx.us

Resources (Staff and Financial)

- \$200,000 from MHT Budget (FY08)
- \$100,000 from MHT Budget (FY09)
- Mimi McKay, DSHS (limited staff time)
- Information Specialist (full-time MHT, to be hired)

Major Milestones

| Milestones | Estimated Target Dates |
|---|------------------------|
| Blanket media proposal submitted | 8/21/08 |
| Award made | 9/25/08 |
| Information Specialist hired | 10/1/08 |
| Media information released to staff | 11/15/08 |
| Community communications on MH launch | 11/1/08 |
| Media information released to agencies | 12/1/08 |
| Mental Health updates web | 12/1/08 |
| Review media effort | 1/30/09 |
| Engage consumer groups in regular updates | 2/15/09 |
| Check-in with partners on media use | 6/1/09 |
| Build online media repository | 6/15/09 |

Stakeholders

- Consumers, youth, and family members
- Collaboratives
- Public
- TWG Agencies
- Policymakers

Assumptions

- Staff availability
- Funding
- Ability to use DSHS media blanket contract

Constraints

- Limited staff time
- Limited funding

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