



STARCARE

SPECIALTY HEALTH SYSTEM

**Intellectual and Development Disabilities
Local Network Development Plan**

FY2025

December 31, 2024

Lubbock Regional MHMR Center DBA StarCare Specialty Health System

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Executive Summary

StarCare Specialty Health System (StarCare) is a partnership of Board members, staff, consumers, family members, and stakeholders who work together to identify and create service and support options that are responsive to individual needs and preferences. As the Local Mental Health and Intellectual and Developmental Disabilities (IDD) Authority, we willingly accept the obligation of public trust. We are committed to developing, maintaining, and expending resources in a manner that ensures the greatest benefit to consumers and our community.

The IDD Local Network Development Plan (LPND) provides a strategic framework for achieving our vision and mission. A significant component of this plan is the development of achievable goals based on assessed needs and consistent with our vision and mission. By mobilizing our efforts to achieve these goals we will:

- Broaden our base of knowledge;
- Strengthen our position as a steward of public funds; and
- Assure accountability to consumers and the community.

The mission of StarCare will be advanced as a result of the ongoing impetus created by consumer and community input.

We are confident that an open, inclusive process of planning will enhance our ability to understand the needs of our community, expand service and treatment options, and maximize our resources.

Vision, Mission, and Values

Vision

We imagine a community where all people have hope and the opportunity to achieve their full potential for health and wellbeing.

Mission

We provide access to a diverse array of specialty healthcare services that support and empower people as valued members of the community.

Values

- Hope: We believe things can and will turn out for the best.
- Wellness: We are committed to a way of life that supports overall physical, mental, emotional, spiritual, and financial health.
- Individual worth: We believe all people have value.
- Respect: We acknowledge the feelings, rights, and beliefs of others.
- Accountability: We accept responsibility for our actions, attitudes, and behavior.
- Gratitude: We are aware of and thankful for good things that happen and take time to express appreciation and return kindness.

Focused Priority

Accountability

Expected Results

- Enhanced Culture of Hope & Health
- Strong Leadership
- Shared Outcomes
- Clarify of Purpose and Direction

FISCAL YEAR 2025 CORPORATE PROJECT LISTING

Project	Project Description	Primary Core Value
1	Community Partnerships	All
2	Infrastructure and Space Utilization	Wellness and Accountability
3	Financing Strategy Implementation	Wellness
4	Reaccreditation: CARF & Joint Commission	All
5	Restructure Corporate Committees	All
6	Strengthen Network Management Functions	ALL
7	Workforce Recruitment & Retention	Individual Worth and Accountability
8	Director of Corporate Communications & Culture	Wellness, Accountability, and Gratitude
9	Leadership Training Program	Hope, Individual Worth, and Accountability

Organizational Overview

StarCare Specialty Health System is a Community Center created under the authority of the Texas Mental Health and Mental Retardation (MHMR) Act, Articles 5547-210 to 5547, enacted by the 59th Legislature, Regular Session, effective September 1, 1965, as amended and is a non-profit agency with 501(c)(3) status.

StarCare provides services for adults, children, and adolescents who have a diagnosis of mental illness, intellectual disabilities, or substance abuse. As the state-designated Local Mental Health Authority (LMHA) and Local Intellectual and Developmental Disability Authority (LIDDA) for Lubbock, Lynn, Cochran, Crosby, and Hockley counties, StarCare has authority and responsibility for:

- Planning.
- Policy development.
- Coordination, development, and allocation of resources.
- Oversight of mental health and mental retardation services.

As the local mental health and IDD authority, StarCare accepts the obligation of public trust and is committed to developing, maintaining, and utilizing resources in a manner that ensures the greatest benefit to consumers and to the community.

StarCare is governed by a nine-member Board of Trustees appointed by the City of Lubbock, Lubbock County, and Lubbock Independent School District (See Appendix B: Board of Trustees). The Board of Trustees is reflective of the community, includes consumer and/or family member representation, and is governmental in nature and accountable to the public trust. Their responsibilities as the governing body of a local authority and as public stewards are paramount as they carry out their duties in:

- Determining the organization's vision, mission, and values.
- Evaluating implementation activities and planning to assure:
 - Public accountability
 - Sound financial planning and asset protection
 - A focus on individual and organizational outcomes
 - Equitable, confidential, and dignified treatment of consumers
- Developing governing policies.
- Complying with state laws applicable to board actions.
- Developing relationships with local, state, and national officials.
- Advocating for funding and statutory changes, which will support the vision, mission, and values of StarCare.

History

Originally known as the South Plains Guidance Center, StarCare Specialty Health System was created in February 1964 as a result of the efforts of the Lubbock Community Planning Council and in response to the identified need for services for people with mental illness and intellectual and developmental disabilities within the Lubbock community. The Mental Health and Mental Retardation Act of 1965 prompted a request to the Texas Department of MHMR by the City of Lubbock for the formation of a Community MHMR Center in the Lubbock area. The request was approved, and the Board of Trustees of Lubbock Mental Health Mental Retardation Center was appointed in March of 1966. The original local service area, Lubbock County, was expanded in 1975 to include Cochran, Crosby, Hockley, and Lynn Counties. At that time the Center's name was changed to Lubbock Regional Mental Health Mental Retardation (MHMR) Center. In 2012, Lubbock Regional MHMR Center officially began doing business as StarCare Specialty Health System to better represent the organization's expanded array of services.

Over the years, StarCare's scope of responsibility and geographic service area have steadily broadened, even beyond the five-county mental health and IDD service area, through its relationship with a variety of state and federal agencies (for example, the Texas Department of Health and Human Services Commission (HHSC), Texas Department of Criminal Justice (TDCJ), Texas Correctional Office on Offenders with Medical or Mental Impairments (TCOOMMI), the Veterans Administration (VA), and the Substance Abuse Mental Health Service Administration (SAMHSA). As the designated Local Mental Health and IDD Authority, StarCare is delegated the authority by the Texas Health and Human Services Commission for planning, policy development, coordination, resource allocation and resource development, and oversight of mental health and IDD services to StarCare for the service area specified by HHSC. These services are available throughout the geographical area and are provided in a variety of locations as determined by individual needs.

Accountability as a Public Steward

Public trust is the obligation placed on the Board of Trustees, and StarCare as a whole, to develop, maintain, preserve, and expend resources to ensure that the organization's activities benefit StarCare's consumers and the community. Consumer and stakeholder input is crucial to the effectiveness and responsiveness of all planning activities. This input is obtained through a variety of mechanisms such as StarCare's Planning, Network, and Advisory Committee, community needs assessments, consumer volunteerism, and consumer satisfaction surveys.

In accordance with the HHSC Interlocal Cooperation Agreement, StarCare is required to have a Planning and Network Advisory Committee (PNAC). The PNAC consists of a diverse group of participants that include consumers, family members, providers, interested citizens, and community stakeholders (such as public agencies, public and private providers and provider associations, local businesses, advocacy organizations, civic organizations, etc.). Meetings are held quarterly to identify community needs and to provide

input in planning, the development of policies and procedures, and services delivery system design. Members are charged with developing recommendations for StarCare’s Board of Trustees. PNAC members uphold StarCare’s procedures regarding confidentiality, engage in constructive dialogue, and offer creative solutions to problems.

Additional community advisory committees provide input into StarCare’s planning. These include the Program of All-Inclusive Care for the Elderly (PACE) Advisory Committee, the Veteran’s Resource Coordination Group (VRCG), and the Outreach, Screening, Assessment, and Referral (OSAR) quarterly provider meetings.

Alliances & Affiliations

Developing a system of care and expanding resources to meet the needs of consumers requires the building of sound collaborative relationships with a wide array of agencies and other entities both public and private. StarCare has forged many partnerships that are crucial to the planning and delivery of mental health, IDD, and substance use disorder services. As resources in the services environment become scarcer, the need for effective collaborations has become even more critical to the provision of adequate services in the community. While it would be impossible to list all entities with which StarCare has established partnerships, a few include:

Government:

- City of Lubbock
- Lubbock Police Department
- Community Development
- Lubbock County
- Sheriff’s Department
- Lubbock County Judge
- Lubbock Independent School District
- Lubbock County Hospital District
- South Plains Association of Governments (SPAG)

Local & Surrounding Agencies:

- YWCA
- South Plains Food Bank
- Lubbock Housing Authority
- Lubbock Area United Way
- Lubbock Community Health Clinic
- LIFE|RUN Center for Independent Living
- Buckner’s Children’s Home
- Goodwill Industries of Northwest Texas
- Salvation Army
- Area churches

Governmental Bodies:

- Texas Department of Criminal Justice
- Texas Department of Health and Human Services
- Social Security Administration
- South Plains Area Agency on Aging
- Texas Department of Family and Protective Services

Accrediting Bodies:

- Joint Commission on Accreditation of Healthcare Organizations (JCAHO)
- Commission on Accreditation of Rehabilitation Facilities (CARF)

Advocacy Organizations:

- National Alliance on Mental Illness (NAMI)

Education:

- Texas Tech University
- Texas Tech University Health Sciences Center
- Lubbock Christian University
- South Plains College
- Local School Districts

Local & Regional Community Involvement:

- State Supported Living Center
- South Plains Homeless Consortium
- Trauma Service Area - B Regional Advisory Council
- Lubbock Chamber of Commerce
- Community Resource Coordination Group
- Early Childhood Intervention
- Community Resource Coordination Group
- City of Lubbock Veteran’s Advisory Committee

Other:

- Texas Council of Community Centers
- Texas Council of Community Centers Risk Management Fund
- National Council for Mental Wellbeing

West Texas Mental Health Collaborative

The West Texas Mental Health Collaborative (WTMHC) is a collaborative working to improve mental health care to impact the quality of life for families in Lubbock and the surrounding communities. The collaborative's partners include the City of Lubbock, Texas Tech, Community Foundation of West Texas, Covenant Health, Lubbock County, StarCare Specialty Health and University Medical Center. The focus of the collaborative is the mental health and mental health care of individuals and families who live, work, worship, or utilize services in Lubbock and the West Texas community. The priority areas for our current and future collaborative efforts are 1) crisis stabilization, 2) community education, 3) continuum of care and identifying current gaps, and 4) inpatient bed capacity. The Collaborative's efforts are working towards the integration of care (physical health, mental health, and social services) and the creation of sustainable service capacity for all members of our community, including children and youth and their families, the elderly, veterans, those involved in the criminal justice system, and adults experiencing mental illness.

Operating & Organizational Structure

By assembling an experienced and visionary leadership staff, the Chief Executive Officer has assured that StarCare is regarded throughout the state as a force in shaping the future of the public health and human services delivery system for people with mental illness, IDD, and substance use disorders. StarCare currently consists of three major divisions: Local Authority (which serves as the mental health and IDD local authority), Corporate Administration, and Provider Operations. (See Appendix A: Organizational Structure). A current description of the roles of each division follows. Divisions and roles may change as necessitated through the results of legislative decisions.

The Role of the Local Authority

The Local Authority is broken up into two divisions: the Network Management Division and the Local Authority Division as well as Human Resources and Corporate Communications. Network Management fulfills StarCare's responsibilities for planning, coordination, allocation, and development of resources in the local service area. This division is responsible for the objective evaluation of services in assembling a network of service providers and providing recommendations to the Board on whether to remain a provider of service or to contract that service to another entity. The Local Authority Division fulfills StarCare's responsibility as the authority for mental health, intellectual and developmental disabilities, OSAR, and Veterans programs. Additionally, the local authority division is responsible for: eligibility determinations, quality management, human rights, and corporate compliance. Specific Network Management functions are:

- Planning and resource development
- Utilization Management (UM)
- Contracts management

- Service assessment and evaluation
- Local planning
- Resource management and development
- Policy development

Specific Local Authority Division functions are:

- Local Authority for:
 - Mental health
 - IDD
 - OSAR
 - Veterans
- Human rights
- Quality Management (QM)
- Consumer relations
- Compliance
- Volunteer services
- Credentialing

The Role of Corporate Administration

The Corporate Administration Division provides fiscal oversight and support for all areas of StarCare. This division is responsible for the management and protection of StarCare's fiscal assets, implementation and oversight of budgeting activities, and ongoing monitoring of the fiscal health of StarCare. Additionally, this division provides management and protection of StarCare's facilities' assets such as buildings, vehicles, inventory, and equipment. Specific functions are:

- Fiscal services
- Information Technology (IT)
- Patient navigation and benefits coordination
- Procurement
- Risk Management

- Plant Operations

The Role of Provider Operations

The Provider Operations Division develops, implements, and provides those services that have been determined through objective evaluation to be best delivered through the public service delivery system. These include services that are evaluated to be of best value in terms of quality, access, and cost and services that have been determined as necessary to the preservation of a "safety net" for people receiving services. The two divisions of provider operations are:

- Behavioral Health Division
 - Crisis services
 - Mental health services
 - Substance use disorder services
- Aging and Disability Division
 - Program of All-Inclusive Care for the Elderly services
 - Intellectual and Developmental Disabilities services

Local Planning Process

The basic tenet behind the planning strategy espoused by StarCare is that every aspect of the process should include mechanisms for consumer, family, stakeholder, and community participation. The planning process utilizes local input to guide the development, management, and evaluation of StarCare's service delivery system. Multiple methods are used to obtain local input, including but not limited to the following:

- Board of Trustees policy direction.
- Planning and Network Advisory Committee recommendations.
- Children and Youth Advisory Council.
- Child and Adolescent Community Resource Coordination Group recommendations.
- Community Resource Coordination Group for Adults recommendations.
- Community needs assessment findings.
- Direct service provider input.
- Collaboration with other community agencies.
- Education and training opportunities.
- Peer and support group input.
- Public input through public forums and focus groups.
- Consumer complaints and appeals.
- Recommendations of reviewers and auditors.
- Agency self-assessment findings.
- Person-directed planning process.

The Planning and Network Advisory Committee serves as a key component in StarCare's strategic planning process. New members of the committees are presented to the Board of Trustees for approval. Fifty percent of PNAC membership consists of consumers and family members. PNAC meetings include verbal and written reports, such as survey results, complaints, abuse and neglect data, budgetary changes, programmatic issues, service assessments, procurement, staffing, and consumer demographics. The committee's activities and recommendations are an integral part of the quality management process, through reports to the Board of Trustees, feedback to StarCare management, and feedback to Network Management, all of which influence the development and revision of StarCare's Strategic Plan.

StarCare Specialty Health System continually works with the State Supportive Living Center (SSLC) and other IDD providers in the community. SSLC stakeholders, specifically, are included in the development of StarCare's Local Plan in the following ways:

- An SSLC employee is a member of StarCare's PNAC.
- A former SSLC employee is now a guardian for an SSLC consumer who transitioned to the community and now receives StarCare services. This guardian continues to work closely with StarCare regarding this consumer's care.
- StarCare's Transition Support Team (TST) works with SSLC consumers and their families when consumers are transitioning from the SSLC to the community or vice versa.
- The TST has stakeholders who meet quarterly. The Admissions/Placement Coordinator from the SSLC is a member of this team. Barriers and challenges facing individuals who transition to the community are discussed at every meeting.
- StarCare's Community Living Options Information Process (CLOIP) and Continuity of Care (COC) participate in the SSLC's provider fair and annual training of SSLC staff.
- StarCare's CLOIP team meets quarterly with SSLC staff to discuss consumer transfers, barriers to community living, and other topics.

StarCare is also working to expand SSLC stakeholder input by:

- Adding an SSLC consumer or family member to the PNAC.
- Exploring the potential for a StarCare employee to provide outreach to the SSLC by giving presentations about the IDD services offered by StarCare to SSLC staff on a regular basis, such as at SSLC's New Employee Orientation.

Information gathered from these sources is used to develop StarCare's Local Provider Network Development Plan as well as to improve and enhance the services provided to all consumers.

Plan Review

To assess the effectiveness of the strategic planning process, it is necessary to monitor and evaluate the plan on an ongoing basis and adjust the plan as necessary based on these evaluations. The diagram below demonstrates how consumer, family member, and stakeholder input become the basis for the strategic plan and evaluation of the planning process.



External and Internal Assessments

It is important to look at the needs of the community when developing and implementing strategic plans. StarCare participates in planning efforts of the Lubbock Area United Way, Community Health Center of Lubbock, and South Plains Association of Governments (SPAG). Information obtained through these sources is a critical indicator of the needs of the community.

StarCare's Consumer Satisfaction Surveys

Program of All-Inclusive Care for the Elderly Survey

The 2023 Satisfaction Survey for the Silver Star Program of All-Inclusive Care for the Elderly (PACE) was conducted in August 2023. Participants were contacted in person at the Day Center by StarCare Quality Management/Compliance Department staff and were asked if they wanted to voluntarily complete the survey. Participants were also advised their responses would remain anonymous. A few participants completed the survey independently, but most were assisted by staff asking the questions orally and recording responses. 74 of 86 participants scheduled to attend the Day Center completed the survey for an overall completion rate of 86.1%. Overall satisfaction was 84.74%.

StarCare Intellectual and Developmental Disability Provider Services Survey

The most recent survey period was from January 2022 through January 2023. During this time, there were 27 respondents to the survey. Of those, nine were the person receiving services, six were caregivers or family members, and 10 were legally authorized representatives (the remaining two did not respond to this question). Respondents answered eight questions about the care received at StarCare and responses were overwhelmingly positive with one hundred percent answering "strongly agree" or "agree" to all questions. The survey questions were: "Communication from StarCare staff is friendly and helpful," "The frequency of communication from the Quality Manager is sufficient," "I am kept informed of important issues/decisions/changes," "My opinion and recommendations are sought regarding care and services," "Quality services and supports are provided," "Needs are promptly addressed," "Medical services are sought as needed," and "Services and supports have increased quality of life."

Meadows Mental Health Policy Institute External Lubbock Area Comprehensive Mental Health Needs Assessment

In 2023, StarCare contracted with the Meadows Mental Health Policy Institute perform a community-wide needs assessment for StarCare's service catchment area: Cochran, Crosby, Hockley, Lubbock, and Lynn counties. Input was obtained from StarCare, people with lived experience of mental and substance use conditions and individuals who have received/are receiving services from StarCare, local health departments, inpatient psychiatric facilities, inpatient acute care hospitals, and hospital outpatient clinics, U.S. Department of Veterans Affairs facilities, local K-12 school systems, housing providers, university health systems, city and county police departments, and crisis response partners such as hospital emergency departments, emergency responders, crisis stabilization settings, crisis call centers, and warmlines. The main findings for the community were a pressing need to address and reduce the stigma associated with engaging in mental health treatment; inadequate mental and physical health support for the unhoused population in Lubbock, emphasizing the necessity for improved service coordination; a need to prioritize the mental health and substance use disorder (SUD) service needs of unhoused, migrant, and transient students as well as the female veteran population, with a specific need for enhanced understanding of military culture and appropriate treatment for survivors of military sexual trauma.

Community Health Center of Lubbock (CHCL) External Needs Assessment

Staff from StarCare participated with 47 other community agency staff in a Community Need Assessment Workgroup in October of 2024. The purpose of this workgroup is to identify community needs. StarCare staff participated in the mental health and homelessness subgroups for the needs assessment. Identified needs for behavioral health include more specialized providers (psychiatry, Licensed Professional Counselors (LPCs), bilingual services), access to providers who accept insurance or Medicaid, increased collaboration and coordination of care within and between agencies, more intensive services (crisis, inpatient, follow-up), trauma-informed care, and substance use disorder services. Identified needs for the homeless population include affordable housing, affordable and accessible mental health psychiatric care, transportation, and affordable prescriptions, food, and childcare.

Lubbock Area United Way Community Status Report Lubbock County

Information provided through the Lubbock Area United Way's Community Status Report assists in assessing conditions and trends, developing specific improvement strategies, conducting community-wide strategic planning efforts, and creating partnerships to effect positive community change. All data is updated as soon as the reporting agency updates its own reports, which provides a database that is always as current as possible. Whenever possible, data is also tracked by community or neighborhood, as well as by city, county, state, and nation. The Status Report was developed in partnership with StarCare, Lubbock Independent School District, Lubbock Area United Way, Community Health Center of Lubbock, the City of Lubbock, the State of Texas, Lubbock County, and Covenant Health System. The Lubbock Area United Way coordinates, designs, and distributes the report annually. Newest data

continues to focus on families in Lubbock that fall under the ALICE threshold (Asset-Limited, Income-Constrained, Employed). Forty-eight percent of families struggle to afford basic needs in Lubbock County. The overall percentage of adults in poverty in Texas has decreased from 17.9% to 14% over the past five years. Meanwhile, the percentage in Lubbock has increased by 5% since 2021. The state has also seen a 57% increase in ALICE population among people over 65 over the last 10 years. The total number of individuals experiencing homelessness captured through the annual Point In Time (PIT) Count has increased by 35%. From August 2021 through August 7, 2022, the top three service requests were for Housing (23.2%), Food (26%), and Utilities (18.1%). Texas saw a 1% increase overall for the 2022-2023 school year for the number of students who were grade-level readers by 3rd grade while Region 17 surpassed the state for the first time in years at a rate of 51%. The murder rate in Lubbock County hit a record-breaking high in 2020 but saw a 38% decrease between 2022 and 2023.

External Factors Affecting Local Mental Health and IDD Authorities

It is critical to identify and adjust to the external environment surrounding StarCare operations. The external environment includes factors such as economics, public perception, legislation, political climate, changing demographics, technological advances, research findings, and treatment innovations. While it is impossible to anticipate and plan for all external factors, dynamic leadership and flexibility allow for prompt reactions to the demands of the environment. Events within the past few years, including the 86th legislative session, present sweeping changes for Texas Community Centers. Several important external factors have required modifications to the service system as discussed below.

The Great Resignation

The Great Resignation, also known as the Great Reshuffle, has been a hallmark of the U.S. labor market since the spring of 2021 when the economy began emerging from its pandemic hibernation and demand for workers grew among businesses. Job openings and resignations swelled to historic highs, and layoff rates fell to record lows. Wages grew at a fast clip as businesses competed for talent.

The COVID-19 Pandemic

Since March 2020, the COVID-19 pandemic has greatly impacted the way that StarCare conducts business. Many of our services are now offered through telephone calls and telehealth. While this change has made it more difficult for some to access care, it has actually made it easier for those in rural areas to have access to care through telehealth. The pandemic has also corresponded with an increase in those reporting mental health concerns and seeking help. The stress of illness, the recession and related job loss, and fear of the unknown are related to people facing mental health symptoms that they may have not previously experienced. StarCare has started a Crisis Counseling Program (CCP) to talk with people experiencing mental health symptoms related to the pandemic. The service also provides information and referrals to other community resources to help alleviate some of the concerns that may be causing mental health symptoms.

Mental Health Professional Shortage Area

All of the counties in StarCare's catchment area qualify as Mental Health Professional Shortage Areas (MHPSA). There are too few mental health providers and services to serve the population. Some of the effects of the shortage can be seen in hiring and maintaining qualified mental health professionals and consumers may have to wait longer for access to treatment. StarCare is continuously working to ensure we have a qualified and adequate workforce, so consumers have the best access to care in a timely manner.

The Opioid Epidemic

The number of opioid overdose deaths has more than quadrupled in Texas in the last 20 years. The link between substance use disorder and mental illness is roughly 40%. When patients with mental health conditions have comorbid substance use disorders that are not addressed, treatment is less likely to occur and last. Additionally, some of StarCare's populations are more likely to be impacted by the opioid epidemic. Veterans are twice as likely to die from an accidental opioid overdose and opioids are now the leading cause of death among the homeless population. StarCare offers Opioid Treatment Services (OTS) using methadone and buprenorphine. StarCare also offers opioid antagonists (naloxone) through its OSAR program. It is important for local mental health and IDD authorities to be at the forefront of identifying and treating comorbid substance use and mental health issues.

Rural Mental Health Capacity

The 86th Texas Legislature passed Senate Bill 633 All Texas Access. All Texas Access requires local mental health authorities to work together and collaborate with community partners to develop mental health services development plans for all counties in their catchment areas with under 250,000 people. The plan addresses ways to reduce costs to local governments, transportation issues for consumers, the incarceration of people with mental illness, and the number of emergency room visits by people with mental illness.

Local Law Enforcement Involvement

The 86th Texas Legislature passed Senate Bill 632. This bill requires the governing body of a Local Mental Health Authority to include representation from two Sheriff's Offices to represent counties from StarCare's catchment area. One Sheriff must represent a county with a population below the median population for the catchment area and one must represent a county with a population above the median population for the catchment area. StarCare currently has two Sheriff representatives on its Board of Trustees – the Sheriffs of Hockley County and Lubbock County, both serving as Ex-Officio members.

Health Care Reform

In March of 2010, President Obama signed the Patient Protection and Affordable Care Act (ACA) into law. Texas is one of the states that did not expand Medicaid under the Act. In 2020, 17.0% of Lubbock County residents did not have health insurance. The identification of funding sources is an ongoing challenge in supporting individuals who are in need of services and are uninsured.

Telemedicine

The 85th Texas Legislature passed Senate Bill 1107. This bill outlines guidelines for services and prescription validity for telemedicine. Telemedicine services are widely gaining popularity in the mental health field because of their convenience and ability to offer services remotely. It allows many people to overcome the barriers that may typically prevent them from seeking traditional mental health care.

Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Strong leadership team and a dedicated and highly experienced workforce. • Established for over 50 years with a good reputation in the community. • Strong collaboration with government officials, local law enforcement, court systems, hospitals, local universities, and trade schools. • Experience writing and obtaining grants to increase revenue and to develop new programs to serve a variety of needs in the community. • Ability to adapt to diminishing and/or changing resources. • Designation as an LMHA and LIDDA guarantees a certain amount of funds from the state to act as a safety net in the community. • Operates a community inpatient psychiatric hospital, which allows individuals in need of services to stay in the community. • Audio/video teleconferencing, a solid infrastructure for communication, great organizational depth. • Efficient data systems. • Telemedicine expansion. • Integrated care. • Services for special populations (senior citizens, Veterans, incarcerated). • Certified Community Behavior Health Center (CCBHC). 	<ul style="list-style-type: none"> • Lack of adequate funding to cover the cost of all services required. • Shortage of appropriately licensed, qualified providers due to location and lack of funding to increase pay scale. • High staff turnover. • Complicated system of documentation and data tracking to receive reimbursement for services provided. • The state has a high level of control over operations, including the target population. • The requirement to be a provider of last resort puts the organization at a disadvantage to being competitive.

Opportunities	Threats
<ul style="list-style-type: none"> • CCBHC expansion funds. • Ability to use human resources from local universities for interns and volunteers. • DPP-BHS funds. • Ability to diversify to other services to serve the needs of our community. • Ability to educate the public on our services and behavioral health and intellectual disabilities. • Individuals in larger institutions transitioning to smaller facilities in the community. • New service coordination model. • Person-directed planning. 	<ul style="list-style-type: none"> • The Great Resignation. • Funding cuts, unreasonable reimbursement rates (particularly for IDD services). • Not on a level playing field with private providers. • Unknown future landscape, particularly with 1115 Waiver. • Economy. • Possible cuts coming out of the next Legislative Session. • Stakeholder overload (being asked too much). • Potential restructuring of how IDD and long-term care services and supports are reimbursed.

StarCare Service Delivery System

An effective system of comprehensive community-based services and supports is provided through the two internal program operations divisions and contracts and performance agreements with external providers. Services are provided in accordance with applicable standards and contract provisions. The following are the current services and supports available through StarCare's network of providers:

Child and Adolescent Behavioral Health Services

- Crisis intervention
- Outpatient services (includes treatment planning and cognitive behavioral therapy (CBT), family training, and medication-related services)
- Rehabilitation services
- Acute services (includes inpatient services, crisis stabilization, in-home crisis intervention/support services, respite)
- System Navigation

Adult Behavioral Health Services

- Service planning
- Outpatient services (includes treatment planning, consumer peer support, and medication-related services)
- Psychiatry
- Rehabilitation services
- Assertive Community Treatment (ACT)
- Inpatient crisis stabilization
- Crisis intervention and support
- Opioid Treatment Services: Medication Assisted Treatment (MAT) and Neonatal Abstinence Syndrome Medication Assisted Treatment (NAS-MAT)
- Parenting Awareness and Drug Risk Education Services (PADRES)
- Substance Use Disorder (SUD) outpatient treatment for adults and youth
- SUD Outreach, Screening, Assessment, and Referral (OSAR) to treatment or recovery providers through referrals
- Coordinated Specialty Care (CSC): First Episode Psychosis (FEP)
- Projects for Assistance in Transitioning from Homelessness (PATH)
- Outpatient Competency Restoration (OCR)
- Jail-Based Competency Restoration (JBCR)



- Mental Health First Aid (MHFA)

Aging and Disability Services

- Training and support services
- Supported Home Living
- Site-based habilitation
- In-home respite
- Out-of-home respite
- Specialized therapies (speech therapy, occupational therapy, physical therapy, psychology, nursing)
- Residential services (contracted supervised family living homes)
- Supported Employment Services
- Silver Star Health Network (Program of All-Inclusive Care for the Elderly)

Other Functions

- Veteran Services
 - Mental health services
 - Supportive Services for Veteran Families (SSVF)
 - Military Veteran Peer Network (MVPN)
 - General assistance grant

HealthCare in Lubbock

In Lubbock, there are two federally qualified health centers (FQHCs), which provide the full range of primary care services and accept all patients, including those who are uninsured. The Larry Combest Health Center is the closest of these to StarCare. StarCare has a formal partnership with the Larry Combest Center as part of our Texas Correctional Office on Offenders with Medical or Mental Impairments (TCOOMMI) grant.

The second FQHC in Lubbock is the Community Health Center of Lubbock (CHCL), which has eight sites around the county where consumers can be referred, depending upon where they live. CHCL provides the only dental services in the area for people who are uninsured. There is one FQHC in Hockley County - South Plains Rural Health. Other providers that serve indigent patients in Lubbock include the Lubbock Children's Health Clinic, a 501(c)(3) that operates two small clinics in the North and Northeast sections of East Lubbock. The Second Baptist Sick Children's Clinic is a free children's clinic that is only open when a volunteer physician is available. Covenant Health System has a group of private primary care practitioners who do take Medicaid but do not have sliding fee scales for uninsured patients. This is also true of two other private practices in the Lubbock Metropolitan Urban Area, Premier and Freedom Square.

Lubbock is the medical hub for the entire West Texas and Eastern New Mexico region, offering the most comprehensive health care services between Dallas and Phoenix. Lubbock's hospitals provide state-of-the-art medical services, which explains why people from 77 counties in West Texas and Eastern New Mexico travel to the city for their health care needs. The health care sector is a vital component of the Lubbock economy. It employs more than 17,000 people, whose payroll (\$543.3 million) and related contributions provide a \$735.6 million impact to the Lubbock area. The Texas Tech University Health Sciences Center (TTUHSC) houses schools of medicine, allied health, and nursing. Regional campuses are maintained in El Paso, Amarillo, and Odessa. TTUHSC holds a national reputation for excellence in teaching and research. StarCare is recognized as a top 25 major employers in Lubbock.

Major Area Medical Facilities

Sunrise Canyon Hospital

Sunrise Canyon Hospital is a 30-bed inpatient mental health treatment facility operated by StarCare. Services are provided to adults with mental illness who meet the criteria for involuntary admission and need crisis care or who are transitioning into the community from more restrictive and long-term treatment environments. Service delivery and design are based on the belief that recovery from mental illness is supported most fully by partnerships and collaboration with consumers, professionals, and the community. Sunrise Canyon Hospital provides a community-based alternative to State Hospital services, and the 30 beds serve as Lubbock Regional's State Hospital bed allocation. The 88th Legislature approved funding to increase capacity at Sunrise Canyon Hospital from 30 to 60 beds. This project is expected to be completed by January 2026.

Covenant Medical Center Lubbock

The merger of Methodist Hospital and St. Mary of the Plains Hospital resulted in Covenant Health System. This not-for-profit system of services now has 1,338 beds and is owned and operated by the St. Joseph Health System in Orange County, California. Over 600 physicians provide comprehensive medical care in areas such as cardiology, rehabilitation, women's and children's services, mental health, chemical dependency, home health care, corporate wellness, neurodiagnostic services, outpatient services, and pediatric and neonatal intensive care. StarCare contracts with Covenant to provide psychiatric crisis evaluation services for adults and children, who present at Covenant Lubbock emergency centers and coordinate services for those in need of inpatient psychiatric services. StarCare contracts with Covenant Medical Center to provide on-demand mental health assessments on a fee-for-service basis.

Covenant Hospital Levelland

Covenant Hospital Levelland is affiliated with Covenant Health System in Lubbock. Founded in 1971 as Cook Memorial Hospital, Covenant Health Levelland offers healthcare services to Hockley County and surrounding communities. The hospital offers emergency care, radiology services, laboratory services, maternity services, physical therapy and rehab services, inpatient and outpatient surgery, and outpatient services. StarCare has also partnered with the hospital to provide outpatient mental health services two days a month. StarCare contracts with Covenant to provide psychiatric crisis evaluation services for adults and children, who present at Covenant Levelland emergency center and coordinate services for those in need of inpatient psychiatric services. StarCare contracts with Covenant Hospital Levelland to provide on-demand mental health assessments on a fee-for-service basis.

Grace Health System

Grace Health System is part of Covenant Health System and includes Grace Clinic and Grace Medical Center. Grace Clinic is a

100,000-square-foot facility, built on a seven-acre tract off the Marsha Sharp Freeway between Quaker and Salem Avenues in Lubbock. The facility is specifically engineered to offer high-tech customer service. Grace Medical Center is a 123-bed medical/surgical facility. The facility is a top-tier health care organization, ready to serve a diverse regional population. The center includes patient rooms, clinical and service areas, and 24/7 emergency care.

University Medical Center

University Medical Center (UMC) is a 422-bed hospital serving as the primary teaching hospital for the Texas Tech University School of Medicine. The hospital consists of general and specialized medical and surgical facilities. As the most specialized medical center in the region, UMC provides many one-of-a-kind services and is the first designated Level I trauma center in the state of Texas. More than 130 full-time faculty physicians from Texas Tech University Health Sciences Center, 200 physicians from the Lubbock community, fellows in four specialty areas of patient care, and 162 resident physicians in 12 specialties provide services at UMC. In addition, UMC complements the services provided at Sunrise Canyon Hospital by providing physical health assessments, care, and medical clearance as needed. Sunrise Canyon provides inpatient mental health services to individuals presenting at the UMC emergency room who are in need of psychiatric inpatient crisis care.

Lubbock Heart Hospital

Lubbock Heart Hospital (LHH), is a for-profit cardiac specialty hospital that opened in December 2003. LHH was developed by Heart Hospitals of America, LLC., and local cardiovascular physicians. The hospital is a 74-licensed bed facility inclusive of 16 cardiac care beds. Services encompass cardiovascular diagnosis, treatment, and emergency care.

The Larry Combest Community Health and Wellness Center

The Larry Combest Community Health and Wellness Center is a non-profit primary clinic operated by Texas Tech University Health Sciences Center School of Nursing within one of the City of Lubbock's medically underserved areas. The center is located at 301 40th Street in East Lubbock.

The center's geographic boundaries include nine census tracts designated by the Texas Department of Health as medically underserved areas. The demographic characteristics of these tracts clearly underscore the vulnerability of the populations living within those census tracts, and for many of them, the center serves as their primary health care safety net. Programs housed under the center's umbrella are medical services provided by physicians and Nurse Practitioners, diabetes education, and Senior House Calls - primary care for seniors.



Community Health Center of Lubbock

Community Health Center of Lubbock provides primary and preventative health care services to the Lubbock area. CHCL has eight locations throughout the city of Lubbock and offers two mobile units that provide services to Lubbock, Crosby, Lynn, Terry, and Garza counties. CHCL offers wellness exams, pregnancy testing, prenatal classes, eye exams, and dental services.

South Plains Rural Health

South Plains Rural Health is a full-service family health care center with a location in Hockley County. The center offers physical health, dental health, behavioral health, and optometry services.

Lubbock Profile of Providers of Services for IDD and Related Conditions

State IDD Facilities (ICF/IDD) (Intermediate Care Facilities for Persons with IDD)	1
Community-Based ICF/IDD	22
Home and Community-Based Services (HCS) Programs	9
Texas Home Living (TxHmL) Program	2
Individualized Skills Socialization (ISS) Providers	11

Assessment Components

Mental Health Services

The priority population for mental health services consists of:

- Children and adolescents under the age of eighteen with a diagnosis of mental illness who exhibit severe emotional or social disabilities which are life-threatening or require prolonged intervention.
- Adults who have severe and persistent mental illnesses, such as schizophrenia, major depression, bipolar disorder, or other severely disabling mental disorders which require crisis resolution. A person must have a diagnosis of severe and persistent mental illness: schizophrenia, major depression, or bipolar disorder to receive ongoing and long-term support and treatment.

Intellectual and Developmental Disabilities Services

The priority population for IDD services consists of individuals who meet one or more of the following descriptions:

- Persons with IDD, as defined by Texas Health and Safety Code, Section 591.003.
- Autism and pervasive developmental disorders as defined in the current edition of the Diagnostic and Statistical Manual.
- Eligibility for OBRA '87 mandated services for IDD or a related condition as per specific legislation.

In targeting services to the priority populations, the need for admission to services is determined jointly by the person seeking service and StarCare. A choice of providers to deliver the service is provided whenever possible. As a result of Benefit Design implementation, only those individuals with a diagnosis of Major Depressive Disorder (severe), Schizophrenia, or Bipolar Disorder will be eligible for inclusion in longer-term services contained in service packages I, II, III, or IV. Other individuals will remain eligible for crisis services and short-term crisis resolution which may include access to hospital services.

Substance Use Disorder Services

StarCare also provides an array of intervention and substance use disorder treatment services through contracts with the Texas Department of Health and Human Services, the Texas Department of Criminal Justice, Substance Abuse and Mental Health Services Administration, and other third-party payors. Eligibility for treatment services is based on chemical dependency diagnosis, individual program requirements, and the availability of resources.

- **Outreach, Screening, Assessment, and Referral (OSAR)**
This program serves as an essential link between prevention, intervention, and treatment services and plays an integral role in assuring that people in need receive access to the appropriate level and type of substance abuse services.
- **Substance Use Disorder Outpatient Treatment**
This program offers individual and group counseling for alcohol and/or drug use disorders. These services are provided by a clinician to assist individuals and their families to achieve treatment objectives through the exploration of substance use disorders and their ramifications, including an examination of attitudes and feelings, and consideration of alternative solutions and decision-making regarding alcohol and other drug-related problems.
- **Opioid Treatment Services/Medication-Assisted Treatment (Methadone Clinic)**
The Methadone Clinic is a service for people who are addicted to opiates. The service assists them in developing the life skills necessary to stabilize their lives and families. Counseling and education are also provided to assist with relapse prevention.
- **Star Parent – Parenting Awareness and Drug-Risk Education Program (PADRE)**
Through its Star Parent program, StarCare offers programs to educate parents on the effects alcohol and other drugs can have on children and promotes positive parent-child relationships.

Objectivity in the Network Planning Process

Objectivity is crucial to the success of StarCare's network planning process. Because decision-making occurs at many levels within the Network, the mechanisms for ensuring objectivity in decision-making are found in a variety of places. They include, but are not limited to the following:

- Role of StarCare's Board of Trustees (objectivity is inherent in the enabling legislation which established Boards of Community Centers as governing bodies).
- Broad-based constituency of the Planning and Network Advisory Committee.
- Method by which advisory committee members are appointed.
- Use of public input through written surveys, public forums, focus groups, self-reporting, consumer and/or provider appeals, agency self-assessments; outcome-directed service planning, etc.
- Use of standardized templates (i.e., Request for Proposals, Request for Information, Open Enrollment, etc.).
- Use of standardized evaluation processes; etc.

Network Planning and Development

A critical role of StarCare as a local authority is the development and maintenance of a network of service providers that allows consumers to have increased choice among providers, increased accessibility, and continuous quality monitoring. The needs and priorities identified through the strategic planning process are operationalized through the process of network planning and development. The procurement of services by StarCare results from recommendations made to the Contracts Management Department from members of the Corporate Leadership Team and/or state requirements.

The decision regarding the appropriate procurement procedure to use is based upon conditions specific to the service being procured. The Contracts Management Department, upon the advice of the PNAC (when applicable), and other areas of the Network Management Division must determine the type of service needed, ascertain the availability of potential providers for that service, and create conditions so that providers can be invited to join the Network. Detailed procedures for provider procurement and credentialing are outlined in StarCare's Contracts Management Policies and Procedure Manual.

Network Evaluation

Access, choice, quality, and best value are indicators that reflect the success of the network in facilitating the achievement of individual outcomes, as perceived by recipients of service and other stakeholders. Likewise, these are also indicators of the relative success of the entire service delivery system. There are two levels of evaluation that must occur: individual providers and the network as a whole. To complete this task, one must have a thorough understanding of StarCare's Local Plan. It is this plan that outlines the organizational goals and objectives and the resulting relationship between these and the evaluation process. Communication among the Contracts Management, Evaluation and Planning, Quality Management, and Resource Development departments is critical to the development of the indicators used as performance standards for each individual provider and each service area in the Network.

The Quality Management Program is implemented system-wide to include all divisions of StarCare. StarCare's Quality Management Department conducts quality management activities for all divisions and contracts regardless of funding including StarCare's behavioral health services, substance use disorder services, Intellectual and Developmental Disabilities, crisis and forensics, PACE, VetStar (services for Veterans), and Local Authority Programs. The Quality Management Program coordinates the development, implementation, management, and evaluation of the Quality Management Plan in cooperation with other staff.

Each provider in the network is expected to be in compliance with the measures stipulated in their respective contracts. The Contracts Management Department establishes monitoring elements, evaluation frequency, and reporting methods for each contract entered into by StarCare. Monitoring elements may include but are not limited to provider compliance with laws, rules, and standards; licensure status; credentialing status; service documentation; provider-related results of stakeholder surveys; financial and programmatic performance; and level of risk associated with the provider. StarCare develops, implements, and maintains an effective, company-wide data-driven continuous quality improvement (CQI) plan for clinical services and clinical management. The Continuous Quality Improvement Plan is part of the Quality Management Plan. CQI projects are clearly defined, implemented, and evaluated at least annually. The number and scope of distinct CQI projects conducted annually are based on the needs of StarCare's population and reflect the scope, complexity, and past performance of StarCare's services and operations.

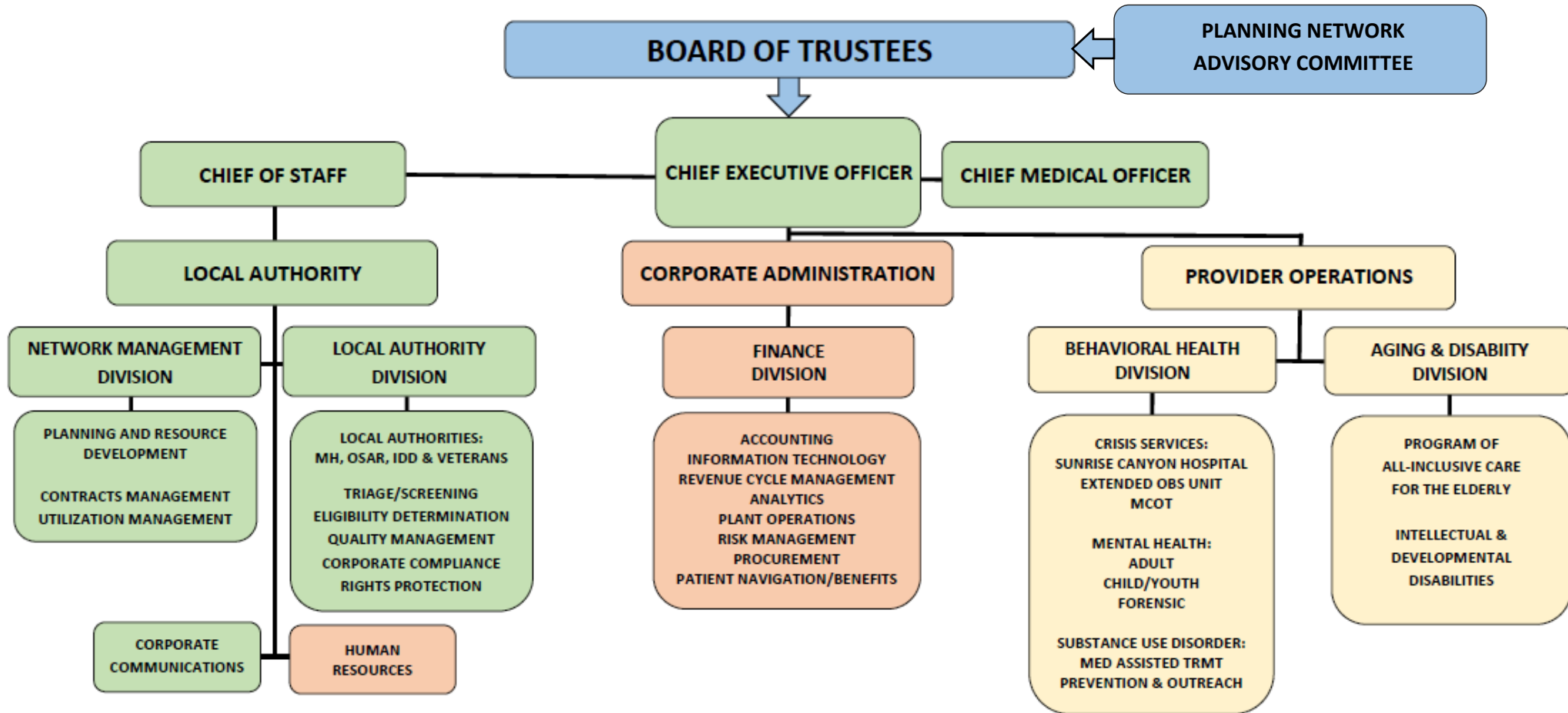
The organizational CQI plan addresses priorities for improved quality of care and consumer safety and requires all improvement activities to be evaluated for effectiveness. The CQI plan focuses on indicators related to improved behavioral and physical health outcomes and takes actions to demonstrate improvement in StarCare's performance.

The successful implementation of network planning hinges upon the utilization of StarCare's standardized and objective procurement and evaluation processes, StarCare's Local Plan, and the relationship between the two.

Summary

In this time of uncertainty and great change, StarCare faces multiple challenges. Many of these challenges are known and are being addressed. Others are yet to be determined, which makes the future seem unsettled and complicates decision-making. With its nearly sixty-year history as a primary provider of mental health, IDD, and substance use disorder services, and experience as the Local Authority for Mental Health and IDD services, StarCare has built a broad knowledge base which is further enhanced by its application of modern business practices and data collection capabilities. StarCare is further strengthened by its position as a steward of public funds, a willingness to accept the accountability that accompanies that position, and the desire to assure “best value” to consumers and the community. We are confident in our ability to meet the current and future challenges, and in doing so, will continue to serve our community with quality services and support.

APPENDIX A ORGANIZATIONAL STRUCTURE





**APPENDIX B
FISCAL YEAR 2024 BOARD OF TRUSTEES
STARCARE SPECIALTY HEALTH SYSTEM**

Last Name	First Name	Occupation	Appointing Entity	Term Expiration Date	Position
Cisneros	Suzanna	Communications	Lubbock Independent School District	08/31/2025	Board Vice-Chair
Collier	Mary	Social Services	Lubbock County	08/31/2025	PACE Advisory Committee Liaison
Farmer	Drue	Judge	Lubbock County	08/31/2025	Texas Council Representative
Kazee, Jr.	Robert B. (Bobby)	Teleservices (Ret.)	City of Lubbock	08/31/2026	Board Member
Mendoza	Ray	Chief of Police, Lubbock Police Department	City of Lubbock	0831/2026	Board Member
Morales	Carlos	Home Healthcare	Lubbock County	08/31/2026	Board Chairperson
Shannon	Brian	Professor of Law	City of Lubbock	08/31/2026	Board Secretary
Tijerina	Amanda	Vice President, Quality and Process Improvement	Lubbock Independent School District	08/31/2026	Medical Advisory Committee Liaison
Welch	Bryan	Director of Ambulatory Operations	Lubbock Independent School District	08/31/2026	Board Member
Rowe	Kelly	Sheriff, Lubbock County		08/31/2026	Non-Voting, Ex-Officio Member
Scifres	Ray	Sheriff, Hockley County		08/31/2026	Non-Voting, Ex-Officio Member

The Board of Trustees holds regular meetings (usually the last Tuesday of the month) at 4:00 p.m. and such special meetings as may be necessary for the conduct of its business. Meetings are open to the public in accordance with the statutes of the State of Texas.

Appointments to the Board of Trustees are made in accordance with SB112 4.03 (a) Art. 5547-203, Vernon's Texas Civil Statutes. The Board of Trustee reflects the diversity of the service area and includes one or more persons who are consumers of the types of service StarCare provides or who are family members of consumers of the types of services StarCare provides.

NO MEMBER OF THE BOARD OF TRUSTEES IS EMPLOYED BY STARCARE