



# FY 2023-2025 Strategic Plan



MENTAL HEALTH &  
DEVELOPMENTAL DISABILITIES CENTERS  
HILL COUNTRY

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## INTRODUCTION

In developing a person-centered plan or person-centered recovery plan, we begin with characteristics people “Like and Admire.” Through the years, Hill Country has obtained a myriad of feedback on our services and supports. In the development of our mission statement one theme characterized what people like about us and what we like about ourselves. We are a “caring people.” Care is seen in the following people that provide our social mission as we experience funding challenges, disasters, staff turnover, numerous regulations, and other trials:

- Direct Service Professionals that continued to serve and support our most vulnerable people during the pandemic.
- People with “Lived experience,” i.e., our peer support specialists and family partners.
- Crisis workers that travel across our 19 counties throughout the day and nights to ensure people are safe and work in our residential facility to support people needing stabilization.
- Intellectual and Developmental Disability (IDD) Provider staff that provide residential, crisis, behavioral, and day habilitation supports.
- Medical staff as they provide treatment.
- Service Coordinators that strive to coordinate person directed plans.
- Counselors that provide intakes, counseling, and skills training.
- Care Coordinators that provide services in homes, schools, and our facilities.













- Administrative staff that work tirelessly to ensure payroll is provided, we purchase what is needed, we account for our expenses and revenues and budget for the future. They plan, help with benefits, and manage insurance plans. They take care of contracts and keep our facilities in good shape.
- Support staff that greets someone as they enter our facilities and keep the day-to-day operations moving.
- Supervisory staff that work to ensure our staff receive the training, supervision, and leadership that is needed.
- Disaster Response Team volunteers that respond as needed above and beyond their regular duties.
- Citizen's Advisory Committee that volunteers to provide meaningful input into our operations.
- Board of Trustees as they work as volunteers to lead our organization.

Throughout the many struggles over the past several years, we have achieved what seems the impossible and at other times we have been unsuccessful. This is the purpose of our Strategic Plan. We care enough and are dedicated enough to share our achievements and continue to work at improving the quality of our services and supports. Our Strategic Plan paves the way for our vision **“To Empower People – Foster Hope – Support Choice – Celebrate Success.”**

## **Members of the Board of Trustees**

Our Board members volunteer their time and skills for regular Board meetings, and scheduled training sessions and retreats. In addition, they support Hill Country by attending other functions, meetings, and fundraisers. Hill Country is fortunate to have the following ten dedicated community members who spend many volunteer hours each month to ensure that

individuals with mental illness, developmental disabilities, and substance abuse addiction receive high quality services that address their needs:

 <p>Judge Souli Shanklin Board Chair Representing Edwards, Kimble, Mason, Menard, Schleicher, &amp; Sutton Counties</p>	 <p>Judge Tully Shahan Board Vice-Chair Representing Kinney, Real, &amp; Uvalde Counties</p>	 <p>Mr. Charles Compise Board Secretary Representing Hays County</p>	 <p>Judge Chris Schuchart Representing Medina County</p>
 <p>Commissioner Donna Eccleston Representing Comal County</p>	 <p>Judge Rob Kelly Representing Kerr County</p>	 <p>Sheriff Al Auxer Ex Officio Member Representing Kendall County</p>	
 <p>Judge Brett Bray Representing Blanco, Gillespie, &amp; Llano Counties</p>	 <p>Judge Lewis Owens Representing Val Verde County</p>	 <p>Mrs. Lesa Pritchard Representing Bandera and Kendall</p>	

## Overview of Hill Country

Hill Country Community Mental Health and Developmental Disabilities Centers (Hill Country) began operation in September of 1997. Prior to that date, components of six different State Facility Community Service divisions were merged to form a State Operated Community Service organization. As part of the initial foundation, staff met to develop the Mission, Values and Workplace Principles as a foundation for the newly formed organization, Hill Country Mental Health and Developmental Disabilities Centers (Hill Country).

**Began  
Operations  
in 1997**

Today, Hill Country is one of 39 agencies that delivers mental health and developmental disability services in communities across Texas. Hill Country serves the greater Texas Hill Country Region including 19-counties: Bandera, Blanco, Comal, Edwards, Gillespie, Hays, Kendall, Kerr, Kimble, Kinney, Llano, Mason, Medina, Menard, Real, Schleicher, Sutton, Uvalde, and Val Verde. Hill Country has 45 locations including 15 Mental Health Clinics, 8 Developmental Disability Day Habilitation Centers, and 15 residential homes. In addition, our Local Intellectual Developmental Disabilities Authority has 6 office sites, and our Crisis Stabilization Unit serves the acute psychiatric needs of all 19 counties in our catchment area. Currently, Hill Country serves a population of over 766,000 within a 22,593 square mile area.

**Serve 19  
Counties**

The Board of Trustees and Citizens' Advisory Committee for Hill Country represent population areas of the catchment region that are relatively equal. Some board members represent one county and others represent multiple counties depending on the population of the counties. The Citizens' Advisory Committee has and continues to take an active role in obtaining community input into the strategic direction of the agency.

**Over  
766,000  
Population**

Hill Country serves a region of Texas that cannot be narrowly defined. There are pockets of the Greater Texas Hill Country Region with high rates of population growth particularly in those counties contiguous to Travis and Bexar counties, such as Hays, Comal, and Kendall counties. Some of the region is sparsely populated with few, if any, alternative resources for behavioral health and intellectual and developmental disability services. A section of the region is on or close to the border of Mexico where we face the challenge of ensuring a provider network that is culturally diverse.



45  
Locations

The overarching challenge facing Hill Country is the need to be responsive and open to the needs of the hundreds of communities in the 19-county service region while ensuring an efficient and cost-effective operation with use of public funding. As the Local Mental Health Authority (LMHA) and Local Intellectual and Developmental Disability Authority (LIDDA), Hill Country remains committed to evaluating the behavioral health and intellectual developmental disability needs of communities by collaborating with community partners and developing innovative programming using available local resources.

The Hill Country remains committed to:

- Ensuring people who need services can exercise individual choice by helping persons decide on their services, service provider and location of services.
- Ensuring the best use of public money to create a network of service providers.
- Making recommendations on the most appropriate services available to individuals who need services.

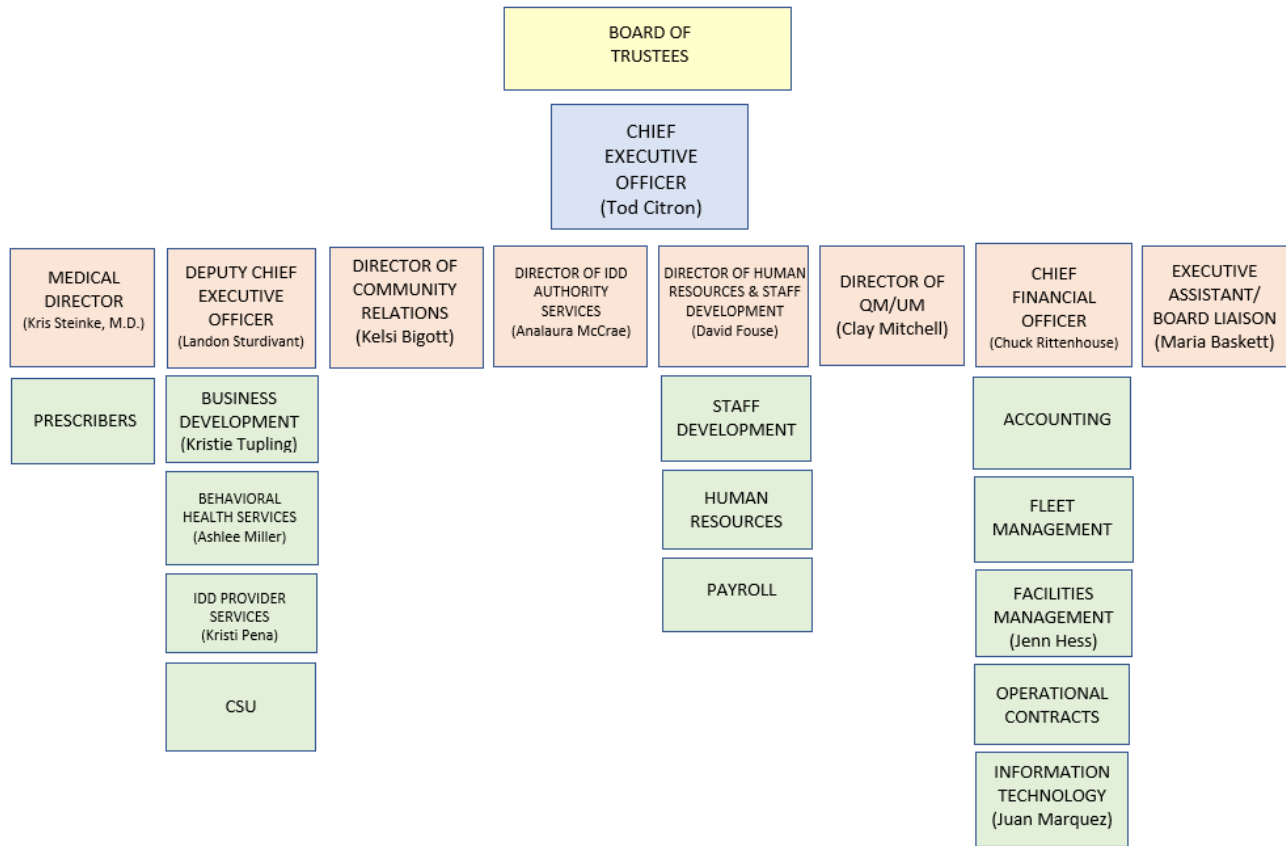


22,593  
Square  
Mile Area

Shifting toward a balanced culture of trauma informed care, person-centered practices, and evidenced-based care, we strive to focus on the needs of the people we serve, their families, our staff, and the community. In addition, performance-based data for decision making to provide quality services that transform access to care in our local communities. We will meet

this challenge with the support of our diverse staff, the Citizens’ Advisory Committee, our community providers, stakeholders, and Board of Trustees.

### Hill Country Organizational Structure



**Delivery System Reform Incentive Payment (DSRIP) program** – The Texas 1115 Waiver Program or DSRIP infused \$8 million in revenue. The program is slated to be discontinued this fiscal year. It is anticipated that revenues will return in two years utilizing directed payment programs (Directed Payment Program-Behavioral Health Services [DPP-BHS]) and the Public Health Provider - Charity Care Program (PHP-CCP).

**Recruitment** - Due to COVID and the current workforce market, we have been unable to recruit enough new employees to fill all vacancies. Hill Country has prioritized recruitment and implemented three specific incentives for staff (i.e., Hiring Bonuses; Referral Incentive Payments; and COVID Retention Payments).

**Focus on Enhancing MH Crisis Services and MH Crisis Residential Services** – In Comal County, Hill Country is exploring options of the County funding the building of a new facility and proposing the development of a new Extended Observation Unit/Crisis Residential Program. In Hays County, a mental health needs assessment is being pursued to explore options of the County funding the building of a new multipurpose MH crisis facility, Psychiatric Hospital, Extended Observation/Crisis Residential Unit, or Crisis Respite Unit with Hill Country operating the programming. Lastly, Uvalde County is exploring options of building a new Extended Observation/Crisis Residential Program.

**Texas HHSC All Access Planning Activities** - Focus on psychiatric and jail diversion activities. Provides a report to the Legislature on needs and potential solutions to reduce the number of persons in jails or emergency rooms who are experiencing a mental health crisis. Regular meetings are being held with all community centers across south Texas. Hill Country is focusing on Implementation of our CCBHC SAMHSA grant Care Navigation activities. Comal, Hays, and Uvalde proposed MH crisis residential programs and requesting funding from the legislature to fund operations of the proposed MH crisis residential programs.

**Certified Community Behavioral Health Clinic Certification** - Hill Country obtained Certified Community Behavioral Health Center (CCBHC) certification in December 2021. We achieved a 97% compliance score. Certification allows Hill Country to participate in CMS funded programs. Areas of strength identified during the CCBHC review were Peer Support, Person-Centered culture, and staff interviews.



**SAMHSA Certified Community Behavioral Health Center Grant** - A two-year grant, focusing on expanding care coordination using care navigators and risk stratification of individuals at highest risk of crisis services. Fourteen positions are being added.

**SAMHSA Community Mental Health Center Grant** – A two-year grant, focusing on expanding service capacity. Nineteen positions are being added.

**Netsmart** – Hill Country went live with a new electronic medical records software.

**National Committee for Quality Assurance (NCQA)** – Hill Country is in the process of applying for NCQA Certification.

## Texas Legislature

The Texas Legislature has focused on support for people with various disabilities and conditions. There are several significant initiatives that evolved from recent legislative sessions.

**Collaboration in Rural Areas** - Across Texas, policy makers, local government officials, law enforcement officials, and healthcare providers have expressed concern about individuals receiving ineffective treatment and high utilization in rural county jails and emergency rooms. These facilities are the least effective and most expensive places of service. To increase access to mental healthcare in rural areas, S.B. 633, 86th Legislature, Regular Session, 2019, directed HHSC to study regional collaboration among local mental health authorities (LMHAs). Through the “All Texas Access project”, HHSC identified rural local authorities, assigned them to regional groups of at least two authorities, and developed regional mental health service plans to address identified gaps. The increased collaboration and coordination on a regional level is likely to be a trend in the future.”<sup>1</sup>

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<sup>1</sup> All Texas Access Report, Health and Human Services Commission, December 2020, revised January 2021. p.12.

**Partnership with Education** - Through passage of H.B. 19, 86th Legislature, Regular Session, 2019, LMHAs can now partner with regional education service centers to house a non-physician mental health professional within the education service center. With funding through HHSC, these mental health professionals will be resources on best practices and resources related to mental health and substance use.

**Day Habilitation Services in HCS Waiver Programs** - Rider 21 requires HHSC to develop a plan to transition day habilitation services in HCS waiver programs for individuals with IDD with more integrated services that maximize participation and integration of individuals with IDD in the community.<sup>2</sup>

**Suicide Prevention Intervention** – Current laws, policies, programs, and initiatives vary across agencies and are patchworked together, which creates a lack of coordination. This results in a fuzzy picture for state agency policymakers and the Legislature to understand the statewide impact of suicide. In accordance with H.B. 3980, 86th Legislature, Regular Session, 2019, HHSC coordinated with DSHS to prepare an initial summary report on the prevalence of suicide in Texas and policies and programs to prevent suicide across state systems and agencies.

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<sup>2</sup> Transition of Day Habilitation Services, Health and Human Services, January 2021, p. 4.

## STRATEGIC PLAN

The Strategic Plan defines Hill Country's, vision, mission, values, and goals. Additionally, it answers the fundamental questions surrounding the reason why we exist. The Strategic Plan further describes functions and activities that will implement our mission. Goals described provide the support systems that enable our system of care to develop and deliver services and supports to our internal and external stakeholders.

Hill Country's Strategic Plan is based on a commitment to satisfy our stakeholders. Our stakeholders are people that we serve, their families, employees, communities, and our funding sources. Our performance in managing and carrying out our services and supports, and our success as an agency, will be determined by our stakeholders and our ability to meet their requirements.



Hill Country is employing key strategies to enhance our position as a premier community mental health and intellectual and developmental disabilities center and to align our activities with local, state, and federal policies and directives. Our ability to respond to future opportunities under tight fiscal constraints requires us to become more effective and efficient.

Hill Country's vision and mission is created in response to feedback from the people we serve, family members, staff, and the community to be simple and easy to understand.

## Vision, Mission, and Values



## C.A.R.E. Goals

To accomplish our vision, mission, and values it is important to and for us to achieve our C.A.R.E. goals. C.A.R.E. is an acronym for:

**Connect to people**

**Align our strategic initiatives**

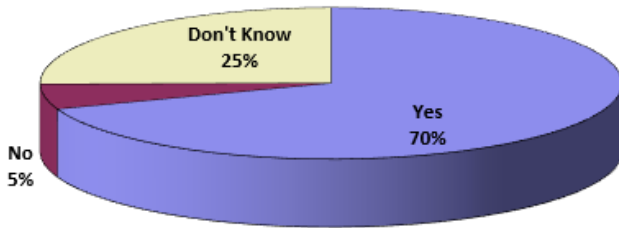
**Reliable services and supports**

**Enhance the quality of our operations**

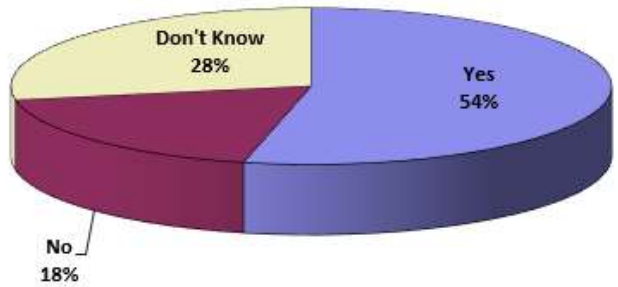


**Goal 1: Connect to people** - To continually explore how we can connect to the people we serve, the people we work with, the people in our communities, and the people that fund us. Our effectiveness impacts the health of our communities, and it is important to and for us to have strong relationships. It is important to build relationships by listening and acting on what we discover. In our 2022 Needs Assessment the following questions were asked, and the results are provided (n=372):

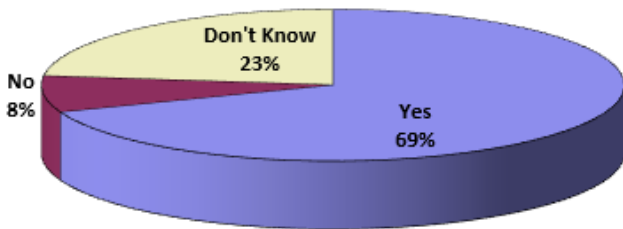
Do you feel like Hill Country MHDD supports and respects other cultures?



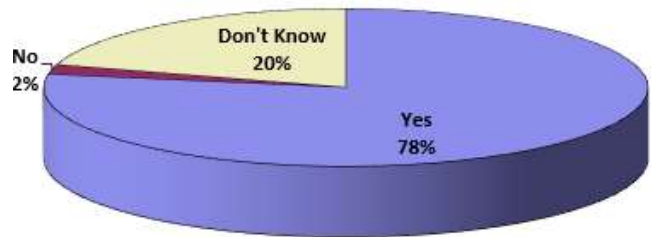
Are the locations of Hill Country MHDD services convenient (parking, public transportation, distance, etc.) to the people that receive services that you know of?



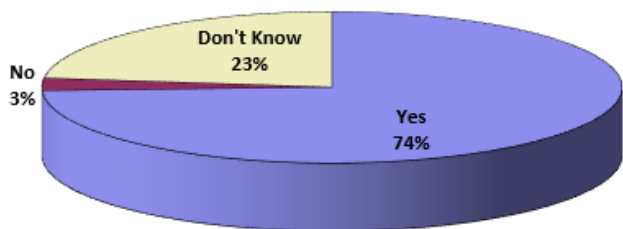
Overall, are HCMHDDC staff welcoming at the facilities you are familiar with?



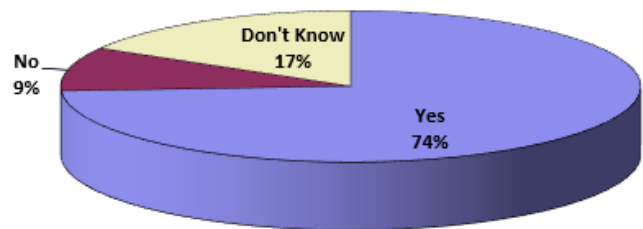
Overall, are Hill Country MHDD facilities/offices clean and neat that you are familiar with?



Do you feel safe when entering Hill Country MHDD facilities?



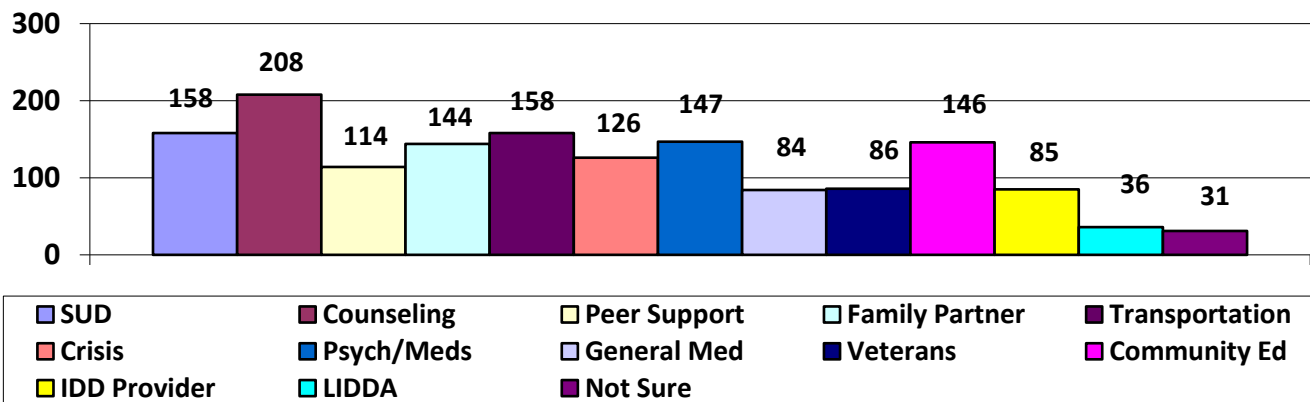
Do you trust the staff that you work with?



**Goal 2: Align our strategic initiatives** - To satisfy the people we are connected to; it is important to and for us to align our strategic initiatives or to align our services and business process to determine what we must excel at. Alignment is crucial to ensure that all parts of the organization are working together effectively to achieve our goals. The best indicator for organizational alignment is results. Metrics that define the specific results desired should be established based on goals and objectives. Progress should be monitored, and improvements and corrections made when results are not as expected.

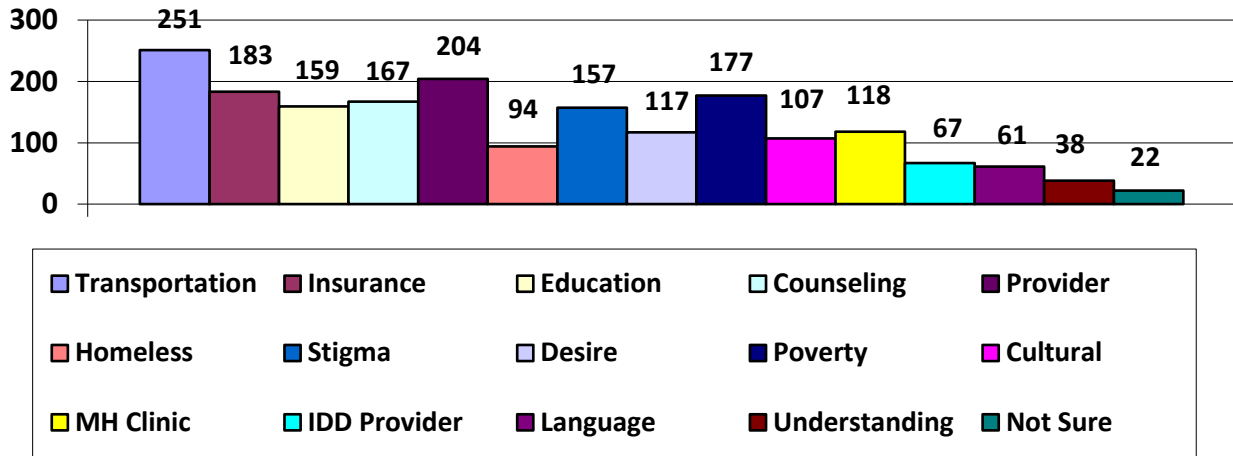
**Goal 3: Reliable services and supports** - To address the concerns of the people we are connected to; it is important to and for us to strive to provide the most reliable service and supports. We need to ensure timely access and delivery of our services and supports. In our 2022 Needs Assessment the following services and supports were identified as the greatest need:

1. Counseling (n=208)
2. Substance Use Disorder Services (n=158) and Transportation (n=158)
3. Psychiatrists/Medications (n=147)
4. Community Education (n=146)
5. Family Partner (n=144)



In addition, the following top 5 barriers were identified:

1. Transportation (n=251)
2. Provider (n=204)
3. Insurance (n=183)
4. Poverty (n=177)
5. Counseling (n=167)



**Goal 4: Enhance the quality of our operations** - To achieve our vision, mission, and values it is important to and for us to enhance our culture of improvement. We need to listen as an organization to the people we are connected to and change as the data is provided to improve our operations. In our 2022 Needs Assessment the following questions were asked, and the results provided:

<i>How satisfied are you with our hours of operations</i>	<i>Overall, how would you rate Hill Country MHDDC services?</i>
<b>3.94</b> out of 5.0	<b>3.70</b> out of 5.0

## Objectives

As Hill Country continues to develop and understand trauma informed care, culturally competent care, and person-centered practices, we understand the importance to empower, foster hope, support choice, and celebrate successes with all the people we are connected to. In the development of our 2023-2025 Strategic Plan, it was important for us to develop strategic objectives that are integrated with each of our C.A.R.E. goals. In the next several years, Hill country will focus on the following strategic objectives. Strategic objectives are steps and accomplishments that Hill Country aims to complete to realize its C.A.R.E. goals. Each will

be tracked on a regular basis for progress, to ensure accountability, and implement quality improvement processes when abnormalities to our expectations occur. Over the next three years, Hill Country will implement our strategic goals and focus on achieving our strategic objectives.

## Goal 1: Connect to People

**Strategic Objective 1: Increase internal and external awareness of our services. Increase community education, public relations, and internal involvement. Promote the organization’s mission and attract potential donors and volunteers. Create a consistent message, disseminate clear goals, and create community awareness.**

- 1.1.1: Create meaningful handouts, and company swag (e.g., individual rack cards and brochures for each service/clinic).
- 1.1.2: Increase community awareness (e.g., community events, wellness fairs, job fairs, social media posts, and drop-ins at local businesses).
- 1.1.3: Increase employee morale (e.g., highlight employees who are going above and beyond, visit sites often and create meaningful relationships with staff).
- 1.1.4: Create and disseminate a survey (outreach). Identify frontier, rural, and urban communities’ awareness and understanding of our services.

**Strategic Objective 2: Increase Stakeholder engagement and Citizen’s Advisory Committee membership diversity.**

- 1.2.1: Obtain input from customers on a regular basis. Utilize our Citizen’s Advisory Committees, Surveys, and developing new processes for listening to the people we serve and our communities.
- 1.2.2: Increase Engagement in Rural and Frontier areas. Improve stakeholder engagement by using additional targeted outreach activities to increase the diversity of participants on the advisory committee.

**Strategic Objective 3: Connecting with and ensuring we have a talented, trained, and diverse team of employees who feel welcome, valued, and supported.**

- 1.3.1: Assess compensation scales to ensure competitive compensation.
- 1.3.2: Decrease workforce shortages and address high turnover and difficult to fill positions. Continue to implement strategies to develop, recruit, and retain more qualified staff. Identify additional recruitment sites (i.e., faith-based, social media, etc.).
- 1.3.3: Provide customer service and person-centered training to all staff. Focus on creating a culture of respect and solution-focused optimism. Provide education and training to all staff to ensure provision of services are based on Person Directed or Centered Plans and objectives are being implemented for outcomes to be achieved.
- 1.3.4: Provide ongoing meaningful training for staff. Ensure fluidity and proficiency of best practices approaches by staff; ongoing training is needed to facilitate growth, adaptation, and change. Develop surveys and other means to measure training.
- 1.3.5: Create a culture of flexibility, understanding, and validation. Encourage connection among people we serve, staff, and our communities.
- 1.3.6: Capture career goals for all staff and develop departmental succession plans. Supports the morale and ongoing development of our system during a high stress, high change time.
- 1.3.7: Revamp/review of job descriptions and evaluations. Incorporate annual action plan elements into annual evaluation. Incorporate collaboratively created productivity goals into job descriptions based on Specific, Measurable, Achievable, Relevant; Time Bound (S.M.A.R.T.) goals and obtainable data.
- 1.3.8: Reassess staffing patterns to ensure locations are adequately staffed. Adequate staffing allows us to connect with individuals in a timelier way and it helps to align our strategic initiatives by ensuring we can provide service consistent with contract and grant expectations respectively.
- 1.3.9: Reassess definition of productivity targets. Well-rounded productivity targets will help us to better connect with the individuals we serve at appropriate rates. It will help us to become more reliable for those that we serve in provision of needed services.

**Strategic Objective 4: Coordination with Partners to Improve Services and Supports.**

- 1.4.1: Enhance and expand initiatives with federal, state, local entities and with private and faith-based partners.
- 1.4.2: Collaborate with higher education. Offer an array of work experience opportunities that may lead to permanent employment, e.g., undergraduate, unpaid/paid internships, volunteer positions, entry-level positions, including direct support professionals, advanced degree candidates and professional candidate(s).
- 1.4.3: Collaborating with other government agencies, criminal justice stakeholders, and advocacy organizations to divert people away from public safety and criminal justice settings and into care that better meets their needs.
- 1.4.4: Expanding mental health, IDD, and crisis intervention services by training law enforcement and community service officers to assist people during a behavioral health crisis and promoting long-term care or follow-up care for mental health needs.
- 1.4.5: Focus on Enhancing MH Crisis Services and MH Crisis Residential Services in Comal, Hays, and Uvalde Counties.

**Goal 2: Aligning our Strategic Initiatives****Strategic Objective 1: Address missed funding opportunities.**

- 2.1.1: Centralize insurance staff to focus on data entry and tracking for entire system.
- 2.1.2: Increase benefits attainment. Utilize data to send individuals who are highly likely to be approved to the benefits team.
- 2.1.3: Track Medicaid re-enrollment to ensure benefits are not cut off.
- 2.1.4: Establish centralized Patient Assistance Program (PAP) tracking and goals.

**Strategic Objective 2: Implement effective planning and change management processes.**

- 2.2.1: Centralized resources should be supporting all departments and set realistic goals and expectations of these resources. Establishing an understanding of the big picture is critical.
- 2.2.2: Align with organizational goals and improve strategic decision making and decrease waste.
- 2.2.3: Deliver a project management process that is easy to follow and manageable for all levels of business savvy managers. Objectives need to be easy to score allowing for quick review by executive management with a faster decision making process and response.

**Strategic Objective 3: Identify and ensure funding for the expanded needs of the organization. Critical to establishing stable funding with the exit of DSRIP dollars.**

- 2.3.1: Develop and foster improved donor communication and supports. Expand private donations by establishing a foundation to raise funds from individuals and corporations.
- 2.3.2: Secure sustainable resources to support our work, including expanding our efforts to raise funds from non-traditional sources.
- 2.3.3: Maximize efforts to meet and achieve benchmarks identified in performance contracts.

**Goal 3: Reliable Services and Supports****Strategic Objective 1: Identify and plan to expand services and supports identified in the FY 2022 Needs Assessment.**

- 3.1.1: Increase ease of accessing services and decrease wait times.
- 3.1.2: Increase counseling.
- 3.1.3: Increase family support services.
- 3.1.4: Implement new innovative care models while working to ensure that core services that support long term recovery and wellbeing are available.

- 3.1.5: Develop a transportation plan to assist people to be involved in community activities of their choice and services or supports we provide, especially for those living in rural and/or frontier areas.
- 3.1.6: Develop a plan to provide alternate hours for services and supports to be more convenient for people to access services
- 3.1.7: Develop a plan for creating additional locations for services in rural and frontier areas.
- 3.1.8: Increase access to community-based housing that is affordable, accessible, and integrated.

**Strategic Objective 2: Expand Person-Centered Practices.**

- 3.2.1: Each division will achieve a person-centered customer service rating of at least 4.5 on a 5-point Likert scale.
- 3.2.2: Increasing satisfaction and deliver care in a manner that best meets the needs of the people served, virtually, in the service provision setting, the community or elsewhere. Promotes person-directed service through efforts such as promoting flexibility and options to customize services for each person.
- 3.2.3: Train Mentor Trainers and additional Person-Centered Thinking Trainers.

**Strategic Objective 3: Improve and recertify Certified Community Behavioral Health Clinics (CCBHC).**

- 3.3.1: Increase the quality, scope, and array of services that behavioral health provides to improve overall health outcomes.
- 3.3.2: Recertify CCBHC.

**Strategic Objective 4: Update Disaster Plan Roadmap. Improve organizational readiness for the deployment of Disaster Response Teams and provide community and staff training.****Strategic Objective 5: Develop plan to address Rider 21 and the HHSC plan to transition day habilitation services in HCBS waiver programs that increase integrated services that maximize participation in the community.**

## Goal 4: Enhancing the Quality of our Operations

### **Strategic Objective 1: Grow and implement our continuous culture of process improvement, innovation, and unity.**

- 4.1.1: Continue to improve our agency culture and capacity to operate as one organization.
- 4.1.2: Establish a formal continuous quality improvement process with training and feedback.
- 4.1.3: Creating uniformity within unit and division workflows.

### **Strategic Objective 2: Ensure that Netsmart is functioning as designed.**

- 4.2.1: Implement better training for staff in utilizing the EHR system.
- 4.2.2: Develop a training manual for all positions within the provider program to ensure better onboarding and position expectations.

### **Strategic Objective 3: Strengthen data quality and sharing to inform decision-making and effective and efficient communication of system health.**

- 4.3.1: Identification of system performance goals.
- 4.3.2: Identification of departmental reporting goals.
- 4.3.3: Reporting of departmental and system health regularly.
- 4.3.4: Eliminate duplicative efforts with training and feedback loop (CQI).
- 4.3.5: Utilize technology, when at all possible, to fully automate reporting.

### **Strategic Objective 4: Apply for NCQA Certification.**

### **Strategic Objective 5: All policies and procedures will be up-to-date and accessible**

# TEAM CONCURRENCE

We, the Executive Managers of Hill Country are committed to working with the people we serve, their family members, board members, staff members, funders, partners, and our community to make this Strategic Plan a reality.



Tod Citron  
Chief Executive Officer



Landon Sturdivant  
Deputy Chief Executive Officer



Chuck Rittenhouse  
Chief Financial Officer



Kristopher Steink, M.D.  
Medical Director



Juan Marquez  
Director of Information Services



Kristi Pena  
Director of IDD Provider Services



Analaura McCrae  
Director of IDD Authority (LIDDA)  
Services



Clayton R. Mitchell  
Director of Utilization & Quality  
Management



David Fouse  
Director of Human Resources & Staff  
Development



Kristie Tupling  
Director of Business Development



Ashlee Miller  
Director of Behavioral Health  
Services



Maria Baskett  
Executive Assistant/Board Liaison



Kelsi Bigott  
Director of Community Relations



Beverly Smith  
Director of Development



Jennifer Hess  
Director of Facilities Management