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**ORGANIZATION: Nurturing the Soil**

Organizational change can be unpredictable, with institutions/agencies without a clear mission and solidarity in their vision for the organization. Organization, planning, meeting requirements/deadlines, and pleasing different stakeholders can present numerous challenges in today's fast-paced and ever-changing work environment. This fact cannot be more genuine for Adult Behavioral Health at Integral Care, particularly the Adult Behavioral Health division, specifically with Assertive Community Treatment (ACT) teams at Integral Care.

The organization's overarching Vision is "Healthy Living for All!" This implies that the concept considers employee safety, mental health, well-being, and job satisfaction when defining "all." So, it is vitally important to have quintessentially healthy employees to serve clients best and help them achieve better life outcomes. The Mission of Integral Care reads: "Integral Care's mission is to improve the lives of people affected by behavioral health and developmental and/or intellectual challenges" (Integral Care, n. d.). Bryson & George (2024) highlight that "mission provides a sense of purpose" (132). Bryson & George (2024) also use baseball great Yogi Berra's famous quote, "You've got to be very careful if you don't know where you are going because you might not get there" (p. 132). Organizing is a must for any organization to set forth its mission and ultimately see its vision to fruition. "Adult Behavioral Health consists of Service Coordination, 24/7 Crisis Response, Integrated Behavioral Health, Residential Services, Homeless and Housing Services, Jail Diversion, Substance Use Treatment, and Prevention & Wellness focuses (Richardson & Casey, 2024). Richardson and Casey (2024) note that Integral Care also works closely with Austin State Hospital (ASH) and coordinates with ASH for beds to divert from ASH, Crisis Respite, Jail Competency Restoration, and Jail Diversion

(Richardson & Casey, 2024). There are many moving parts to Integral Care, and following its Mission and, ultimately, its Vision requires massive organization and strategic thinking at multiple levels. These different divisions within the Local Mental Health Authority accumulated a revenue of \$139,483,718 in fiscal year 2023 with expenses of \$141,950,496 (Richardson & Casey, 2024).

Integral Care's divisions are important for the clients and stakeholders; it serves as a Community Mental Health Authority. The formal organizational structure of the bureaucratic system is a top-down approach. Chance (2009) notes, "Bureaucracy, often associated with government agencies and large corporations, is characterized by a hierarchy of authority, top-down decision making, and impersonal interaction" (p. 17). Directives are expected to be followed and mandates acknowledged. Chance (2009) points out that organizations are slow to change (p. 11). There are multiple levels of administration of Integral Care. All should embody the mission and share the vision stated at the beginning of this section on Organization. It will be important to implement strategic planning to articulate a plan for utilizing company resources efficiently so there is plenty of funding to meet Integral Care's growing needs. Austin/Travis County.

In a growing and thriving community such as Austin/Travis County, Integral Care needs to continue to serve its population because of the systemic need for the individuals who commonly utilize Integral Care's services but would otherwise be un/underserved. So, clients need access to person-centered, trauma-informed, culturally competent, linguistically appropriate, multicultural, integrated, and collaborative care for Integral Care to achieve its Vision of "Healthy Living for All." It is essential for the organization to communicate with all divisions, community agencies, law enforcement/judicial, and hospital systems to clarify the

vision of Integral Care. With dedication from all entities aligned with the organization's mission and vision, it is a realistic option for everyone that healthy living is available to all.

## References

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