

Strategic Plan:

UNLV PRACTICE (2024-2028)



UNLV PRACTICE

A Community Mental Health Clinic

Mission

UNLV PRACTICE strategically unites UNLV's mental and behavioral training programs for the greatest impact in addressing Nevada's mental health crisis, providing accessible, effective, and research-informed community mental and behavioral health care today while preparing the next-generation workforce of tomorrow.

Vision

UNLV PRACTICE will be recognized locally, regionally, and nationally as a center of excellence for its innovative, bold, and uniquely interprofessional integrated and collaborative design and culture. By transforming the fragmented nature of mental health and behavioral health, it will serve as a premier model in Nevada and beyond by bringing together mental and behavioral health care alongside physical healthcare to improve complex psychosocial outcomes.

On behalf of the Collective our Guiding Principles will be:

Connection



Collaboration



Innovation



Key Objectives for UNLV PRACTICE:

- **To achieve its vision through diligent coordination**, infrastructure development, clinical consolidation, apt space allocation, proactive program communication, and hands-on practical training to formulate a holistic vision for UNLV PRACTICE's clinical services in support of a research vision anchored in resource optimization.
- **To expand its commitment to the community** by refining its services through integration, collaboration, and constant evolution. By bridging gaps and engaging with the community it serves, UNLV PRACTICE aims to establish itself as a mental and behavioral health beacon.
- **To foster a collaborative research culture** by strategically expanding programs and building upon strengths, UNLV PRACTICE aims to revolutionize its research and educational endeavors.
- **To create a vibrant trainee ecosystem** that fosters collaboration, innovation, and growth, UNLV PRACTICE aims to redefine workforce standards in mental and behavioral health.
- **To create a robust financial foundation** that supports its mission and allows for growth and innovation. UNLV PRACTICE will strive to serve its community through diverse revenue streams, partnerships, and strategic financial planning to ensure its long-term viability.
- **To lead the way in shaping responsive policies.** UNLV PRACTICE aims to drive meaningful change in mental health service delivery and policy through informed advocacy, strategic collaborations, and on-going engagement with government entities.





Summary of Goals and Strategies

Strategic Plan: UNLV PRACTICE (2023-2027)

Goal 1: Center of Excellence: Establish UNLV PRACTICE as a center of excellence by 2026 through optimal and comprehensive internal coordination, collaboration, and partnership.

- 1.1** Resource Synergy: Inventory, recognize, and unify existing University faculty and staff/programming currently engaged in mental health service, research, and policy initiatives across MA and PhD training programs; engage in strategic partnerships.
- 1.2** Infrastructure Enhancement: Develop a robust and efficient supporting structure.
- 1.3** Clinical Training & Service Consolidation: Coordinate, consolidate, and diversify existing mental and behavioral health training clinics.
- 1.4** Operational Centralization: Secure optimal space and integrate operations.
- 1.5** Academic Communication: Foster seamless communication with academic programs.
- 1.6** Academic Health Representation and Partnership: Partner with the five health science schools/colleges engaged in mental health initiatives to establish a collective and unified voice.

Goal 2: Community Care Excellence: By fall 2027, deliver unmatched community care outcomes through a fully integrated mental and behavioral health model.

- 2.1** Integrated Clinical Workflow: Streamline interdisciplinary service delivery.
- 2.2** Value-Based Care: Provide patient-centered and outcome-driven care.
- 2.3** Medical Collaboration: Strengthen ties with primary and specialized medical clinics.
- 2.4** PK-12 Outreach: Employ an interconnected systems framework to support educators in promoting mental health in schools.
- 2.5** Community Resource Hub: Become the foremost culturally sensitive mental health resource.
- 2.6** Public Health Collaboration: Continuously identify and address community care disparities.

Goal 3: Research Agenda: By 2027, champion a robust research agenda and infrastructure prioritizing the science of best-practice clinical training and interdisciplinary projects that promise to address pressing community needs.

- 3.1** Data-Driven: Utilizing a science-minded approach, engage in data collection for refined care and training effectiveness.
- 3.2** Research Expansion: Become a hub that facilitates the addition of new clinics, research, or service grants emphasizing community priorities such as serious mental illness, culturally competent workforce training, children’s mental health, and rural mental health outreach.
- 3.3** Clinical & Research Fusion: Strengthen the overlap between clinical and research pursuits by leveraging faculty expertise.
- 3.4** Grant Infrastructure: Prepare for diverse funding opportunities, emphasizing interdisciplinary collaboration.

Goal 4: Trainee Workforce Expansion: By 2025, grow the PRACTICE’s clinical training capacity by 50% with a broad spectrum of applied training opportunities across all UNLV mental health disciplines.

- 4.1** Quality Supervised Training: Provide state of the art training for graduate mental health programs.
- 4.2** Innovative Training: Offer training in team-based, interdisciplinary care at UNLV PRACTICE’s clinic and in partnership with the schools of medicine and nursing.
- 4.3** BeHERE NV (NSHE Mental Health Workforce Development Center) Partnership: Develop innovative training approaches to train the future mental health workforce.
- 4.4** Post-Degree Training: Delineate pathways for post-degree training that incentivize Nevada-based practice.





Goal 5: Policy Advocacy & Government Relations: By 2027, position UNLV PRACTICE as a principal mental health policy advocate and resource for local and state governments.

- 5.1** Government Outreach: Foster relationships with officials across levels of government.
- 5.2** Legislative Advocacy: Craft and advocate for needed policy interventions and reforms.
- 5.3** State Collaborations: Engage proactively with state entities to strengthen the mental health network.
- 5.4** Public Health Promotion: Advocate for a comprehensive public health view of mental health.
- 5.5** Awareness & Influence: Raise UNLV PRACTICE's profile to become a central authority on mental health policies in Nevada and beyond.

Goal 6: Financial Sustainability: By 2027, diversify and solidify revenue streams, moving beyond traditional models to ensure UNLV PRACTICE's mission and service continuity.

- 6.1** Philanthropic Engagement: Harness direct philanthropic support through a strategic campaign.
- 6.2** Revenue from Medicaid & Commercial Plans: Integrate and optimize Medicaid billing and explore commercial plans.
- 6.3** State and Federal Funding: Investigate, advocate for, and secure state and federal funding.
- 6.4** Maximize Grant Usage: Target specific grants and ensure optimal utilization.
- 6.5** Diverse Revenue Exploration: Evaluate nontraditional revenue streams and seek collaborative opportunities.



Detailed Plan with Goals, Strategies, and Tasks

Goal 1: Center of Excellence: Establish UNLV PRACTICE as a center of excellence by 2026 through optimal and comprehensive internal coordination, collaboration, and partnership.

Background: Building upon current successes and integrating previous discussions on internal mapping, resource identification, facility and technology integration, and health science collaboration, the following plan sets forth the pathway for UNLV PRACTICE to accomplish its objectives.

Strategy 1.1: *Resource Synergy: Inventory and unify existing mental health service, research, and policy initiatives in MA and PhD training programs; engage in strategic partnerships.*

Tasks:

- Conduct information sharing and gathering meetings with each of the MA/PhD mental and behavioral health programs to identify, recognize, highlight, and exploit potential synergies and collaboration points.
- Hire a graduate assistant to assist in coordinating meetings and mapping current services.
- Create comprehensive internal and external resource maps.
- Evaluate mutual areas of interest among programs and identify next steps for collaboration that adds value and minimizes duplication.

Strategy 1.2: *Infrastructure Enhancement*: Develop a robust and efficient support structure.

Tasks:

- Review previous Memorandum of Understanding to revise and formalize a framework for a Coordinating Council for UNLV PRACTICE including developing bylaws and a selection process for team membership that ensures equitable program representation and support from participating units.
- Work with deans and university administrators to expand faculty who are focused on mental and behavioral health.
- Apply for institute status within UNLV and NSHE.
- Evaluate and expand the management team to complement the strategic vision of the governance team, e.g.:
 - Clinic Director & Coordinators
 - PK-12 Outreach Director
 - Research Director
 - Director of Development
 - Finance and Clinic Managers
- Develop a cost center to facilitate seamless account management and purchasing processes.
- Implement advanced training and clinic technology, including a new Electronic Medical Records that provides functionality across research, training, and service needs.
- Assess the feasibility of integrating clinical functions with UNLV Health or exploring a Management Service Organization model for billing and compliance.
- Streamline HR and grant management post-award processes.
- Coordinate with UNLV Office of Information Technology to plan for and update systems to support training and clinical service functions.

Strategy 1.3: *Clinical Training & Service Consolidation*: Coordinate, consolidate, and diversify the mental and behavioral health training clinics.

Tasks:

- Merge UNLV PRACTICE and the Center for Individual, Couple, and Family Counseling to incorporate Social Work students in the organic growth in training, research, and service.
 - Develop uniform policies, procedures, training, and clinical workflow.
 - Synchronize billing and scheduling processes.
- Formulate a Memorandum of Understanding with Psychiatric Nurse Practitioner and Psychiatry and Behavioral Health programs to solidify partnerships and collaboration.

Strategy 1.4: Operational Centralization: Secure optimal space and integrate operations.

Tasks:

- Collaborate with UNLV, UNLV Health, and the Nevada Health and Bioscience Corporation to establish a shared space in the Las Vegas Medical District to transition from co-location to full integration.
- Ensure faculty contracts allocate time for clinical oversight at UNLV PRACTICE.

Strategy 1.5: Academic Communication: Foster open communication with each mental and behavioral health academic program.

Tasks:

- Reframe the Mental and Behavioral Health Coalition to centralize representation.
- Designate coalition members as communication liaisons for their respective academic programs.
- Establish a calendar of informational meeting and a process for disseminating communications and soliciting feedback.
- Create and maintain a website for public information access.

Strategy 1.6: Academic Health Representation & Partnership: Partner with the five health science schools/colleges engaged in mental health initiatives to establish a collective and unified voice.

Tasks:

- The Executive Director, who also functions as Assistant Vice President of Mental & Behavioral Health, holds a seat and represents nonmedical mental health programs' voice in UNLV Academic Health Initiative Meetings, advocating for mental health alongside physical health .
- The Executive Director serves as a connector on behalf of nonmedical mental health programs to facilitate partnerships promoting interdisciplinary research, interprofessional education, and mental health initiatives within the UNLV Academic Health strategic plan.





Goal 2: Community Care Excellence: By fall 2027, deliver unmatched community care outcomes through a fully integrated mental and behavioral health model.

Background: Addressing disparities, community policy, one-stop-shop, health literacy and awareness, and advocacy, this plan aims to bridge gaps and offer comprehensive services to meet the community's mental and behavioral health needs.

Strategy 2.1: *Integrated Clinical Workflow*: Streamline interdisciplinary service delivery.

Tasks:

- Collaborate with clinical training directors to formulate interdisciplinary treatment workflows.
- Formulate clinical supervision criteria.
- Implement evidence-based clinical protocols with community partners and source funding for to provide expert consultation.

Strategy 2.2: *Value-Based Care*: Provide patient-centered and outcome driven care.

Tasks:

- Equip clinicians with outcome-tracking skills.
- Systematically gather and analyze data on patient progress and outcomes.
- Investigate and replicate quality improvement models.

Strategy 2.3: *Medical Collaboration: Strengthen ties with primary and specialized medical clinics.*

Tasks:

- Explore opportunities to participate in, develop, or expand consultation and liaison services to UNLV Health medical clinics.
- Develop and maintain streamlined processes for referrals to and from UNLV Health medical clinics.

Strategy 2.4: *PK-12 Outreach: Employing an interconnected systems framework to support educators in promoting mental health in schools.*

Tasks:

- Identify a PK-12 Outreach Coordinator.
- Leverage existing partnerships, and in alignment with faculty expertise, provide consultation to schools to implement Tier 1 and Tier 2 interventions and streamline processes to receive and support referrals for Tier 3 interventions.

Strategy 2.5: *Community Resource Hub: Become the foremost culturally sensitive mental health resource.*

Tasks:

- Develop impactful community outreach events.
- Explore dissemination opportunities (e.g., organizing and sponsoring an annual mental health or mental health training summit) that highlight what we do best (e.g., best practices in clinical supervision; evidence-based trauma care; rural outreach; telehealth; coordinated specialty care).
- Build and maintain a local alumni network as a referral base for people seeking services.
- Work with UNLV Media Relations to coordinate efforts to maximize community impact.
- Enhance faculty representation to mirror the community's diversity.
- Redesign digital platforms for improved information dissemination.

Strategy 2.6: *Public Health Collaboration: Continuously identify and address community care disparities.*

Tasks:

- Reach out to the UNLV School of Public Health to identify faculty conducting research in promoting mental health access and service delivery.
- Explore opportunities to collaborate to develop an evidence-based set of primary prevention interventions for mental and behavioral health disorders besetting our community.
- Explore opportunities to collaborate to develop and disseminate sustainable models to train and increase the number of culturally and ethnically diverse lay and specialist providers to deliver evidence-based services for mental and behavioral health disorders.

Goal 3: Research Agenda: By 2027, champion a research agenda and infrastructure prioritizing the science of best-practice clinical training and interdisciplinary projects that promise to address pressing community needs.

Background: Concentrating on collaborative research, interprofessional education, and identifying areas of health disparity, this plan aims to fortify the research and educational capacities of UNLV PRACTICE.

Strategy 3.1: *Data-Driven*: Utilizing a science-minded approach, engage in data collection for refined care and training effectiveness.

Tasks:

- Collect systematic data detailing patient concerns, outcomes, satisfaction, and trainee competency development.
- Construct a comprehensive database accessible to UNLV researchers.

Strategy 3.2: *Research Expansion*: Become a hub that facilitates the addition of new clinics, research, or service grants emphasizing community priorities such as serious mental illness, culturally competent workforce training, children's mental health, and rural mental health outreach.

Tasks:

- Research and learn from exemplary models from other training clinics.
- Collaborate with research faculty to draft and finalize policies and procedures for adding and supporting new grant-supported projects that utilize UNLV PRACTICE infrastructure.
- Establish a policy for indirect cost allocation to support UNLV PRACTICE.

Strategy 3.3: *Clinical & Research Fusion*: Strengthen the overlap between clinical and research pursuits by leveraging faculty expertise.

Tasks:

- Hire a coordinator for clinical and research alignment.
- Survey faculty for research infrastructure support needs.
- Market UNLV PRACTICE activities and infrastructure to faculty with clinical research interests.
- Formulate guidelines and support structures for investigators.

Strategy 3.4: Grant Infrastructure: Prepare for diverse funding opportunities, emphasizing interdisciplinary collaborations.

Tasks:

- Seek consultation from the UNLV Division of Research regarding how best to facilitate interdisciplinary research.
- Catalog areas of collaborative research already in progress.
- Organize interdisciplinary research and grant opportunity brainstorming sessions.
- Identify pertinent local, state, and federal grants.
- Develop a plug-and-play grant proposal portfolio.
- Assess capacity and resources needed for grant writing and management.
- Pinpoint community allies to provide research support.





Goal 4: Trainee Workforce Expansion: By 2025, grow the PRACTICE's clinical training capacity by 50% with a broad spectrum of applied training opportunities across all UNLV mental health disciplines.

Background: With an emphasis on student pipeline development, mentorship, retention, and collaborative engagement, this plan sets the foundation for cultivating a skilled and dedicated workforce.

Strategy 4.1: *Quality Supervised Training*: Provide state of the art training for graduate mental health programs.

Tasks:

- Adopt effective, culturally competent, and community-driven training priorities.
- Design and implement fidelity measurement systems.
- Provide feedback and support for maintaining treatment fidelity.
- Ensure competent supervision of student clinicians through best practices.

Strategy 4.2: *Innovative Training*: Offer training in team-based, interdisciplinary care at UNLV PRACTICE's clinic and in partnership with the schools of medicine and nursing.

Tasks:

- Facilitate opportunities for interdisciplinary learning and collaboration.
- Provide hands-on experience in advanced clinical case formulation through interdisciplinary collaboration and multi-perspective treatment planning.

Strategy 4.3: *BeHERE NV Partnership*: Develop innovative training approaches to train the future mental health workforce.

Tasks:

- Partner in team-taught trainings to promote interprofessional care.
- Facilitate cross-listing of courses for program electives.
- Explore programming to support continuing education credits, badges, or credentials for specialty mental health topics.
- Provide a seat on the governance team or establish a liaison relationship for a BeHERE representative.
- Collaborate to advocate for Nevada to align with national trends in behavioral workforce development (e.g., MA Psychology practice and licensure).

Strategy 4.4: *Post-Degree Training*: Delineate pathways for post-degree training that incentivize Nevada-based practice.

Tasks:

- Articulate a program of post-degree training in alignment with licensing requirements by discipline.
- As appropriate, pursue formal recognition by national bodies (e.g., APPIC membership or APA accreditation for psychology postdoctoral fellows).
- Pursue funding and incentives to support post-degree trainees (e.g., professional development, licensing support, loan reimbursement for Nevada-based practice).

Goal 5: Policy Advocacy & Government Relations: By 2027, position UNLV PRACTICE as the principal mental health policy advocate and resource for local and state governments.

Background: The significance of mental health in overall public health and community well-being is undeniable. Strong advocacy, effective policy, and dynamic partnerships are pivotal to ensuring optimal mental health service delivery.

Strategy 5.1: *Government Outreach: Foster relationships with officials across levels of government.*

Tasks:

- Conduct demographic analysis of the communities served to the ZIP code level.
- Identify key government officials to explore mutual priorities in mental health.

Strategy 5.2: *Legislative Advocacy: Craft and advocate for needed policy interventions and reforms.*

Tasks:

- Coordinate with UNLV Government Affairs to align with the university's policy initiatives.
- Advocate for sustainable funding and policy reforms such as trainee reimbursements.
- Maintain a centralized portal for tracking policy proposals.
- Engage with policymakers for legislative support.

Strategy 5.3: *State Collaborations: Engage proactively with state entities to strengthen the mental health network.*

Tasks:

- Identify key partners and explore mutual priorities.
- Identify gaps in insurance coverage for mental health, inadequacy of networks.
- Propose collaborative solutions.

Strategy 5.4: *Public Health Promotion:* Advocate for a comprehensive public health view of mental health.

Tasks:

- Collaborate with the School of Public Health to promote community health.
- Promote prevention and early intervention strategies.
- Educate within our spheres of influence the psychosocial determinants of health.
- Engage with a diversity of community partners (e.g., nonprofits such as Boys and Girls Clubs of Southern Nevada).

Strategy 5.5: *Awareness & Influence:* Raise UNLV PRACTICE's profile to become a central authority on mental health policies in Nevada and beyond.

Tasks:

- Foster awareness campaigns about services and achievements.
- Cultivate a robust government affairs network.
- Explore opportunities to publish, edit, and distribute papers on mental health policy in collaboration with partners.



Goal 6: Financial Sustainability: By 2027, diversify and solidify revenue streams, moving beyond traditional models to ensure UNLV PRACTICE's mission and service continuity.

Background: The need for sustainable funding, state and federal support, engagement with philanthropic entities, and leveraging grants remains pivotal. The objective is to ensure that UNLV PRACTICE can continue to offer quality services while expanding its reach.

Strategy 6.1: *Philanthropic Engagement: Harness direct philanthropic support through a strategic campaign.*

Tasks:

- Articulate a vision.
- Design a menu of donation initiatives and priorities.
- Strengthen alumni involvement and solicit support.

Strategy 6.2: *Revenue from Medicaid & Commercial Plans: Integrate and optimize Medicaid billing and explore commercial plans.*

Tasks:

- Ensure internal documentation is Medicaid-compliance.
- Build and implement a seamless transition between billing processes and workflow including timely annual credentialing of trainees.
- Identify, purchase, and implement an EMR system with enhanced billing functionality.
- Employ a biller/billing consultant.
- Advocate to secure approval for insurance reimbursement within the formal university-housed training clinic model.
- Meet with insurance providers to explore partnership to address specific needs (e.g., specialty service contracts) and partner in training future providers.
- Evaluate a clinical faculty model and maximize post-degree training to increase capacity for direct and supervised services and revenue generation.

Strategy 6.3: *State and Federal Funding: Investigate, advocate for, and secure state and federal funding.*

Tasks:

- Understand funding methods used by the William S. Boyd School of Law, Ackerman Center for Autism and Neurodevelopment Solutions, etc.
- Evaluate potential contributions from the University and NSHE.
- Evaluate potential contributions from colleges (e.g., faculty workload assignments to support initiatives).
- Work with UNLV Government Relations to explore opportunities for state allocation of funds to support a mental health training clinic.
- Explore training-specific grants like HRSA workforce development and others supporting training initiatives.

Strategy 6.4: *Maximize Grant Usage: Target specific grants and ensure optimal utilization.*

Tasks:

- Work with deans and the Office of Research to establish policy for securing indirect grant costs.
- Establish a price list for space and other functions to budget into grant proposals.
- Collaborate internally or partner with entities such as Nevada GrantLab.
- Emphasize grants reflecting regional demographics and needs.

Strategy 6.5: *Diverse Revenue Exploration: Evaluate nontraditional revenue streams and seek collaborative opportunities.*

Tasks:

- Consult with UNLV Office of Economic Development.
- Research potential revenue streams.

UNLV

REBELS
MAKE IT
HAPPEN
UNLV