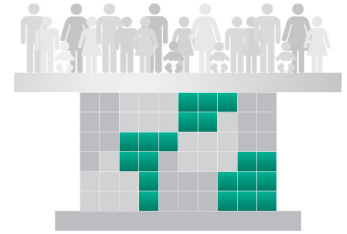


CENTRAL
HEALTH

2014-16 Strategic Plan Final Report

April 25, 2017

PRIORITY AREA | Health Care



GOAL Transform health care delivery to create high quality, cost-effective, person-centered care for vulnerable people in Travis County.

SUMMARY

Leveraging local funding

Central Health utilizes local funding to draw in tens-of-millions of additional federal dollars through intergovernmental transfers (IGTs)—a vital tool for expanding and transforming local health care delivery. From fiscal years 2014-16, Central Health funded approximately \$417 million in IGTs, which returned \$972 million in local, state and federal funds to the community. The additional funds earned through IGTs supported the expansion of safety-net health care services provided by the Community Care Collaborative, Seton Healthcare Family and St. David’s HealthCare, as well as primary care providers such as CommUnityCare Health Centers.

Successful implementation of Delivery System Reform Incentive Payment (DSRIP) projects

Central Health funded 33 Delivery System Reform Incentive Payment (DSRIP) projects during fiscal years 2014-16. These projects achieved over 98 percent of their metrics, providing more than \$348 million for local health care innovation initiatives. The Community Care Collaborative implemented 15 of these projects and achieved 100 percent of the metrics, earning over \$247 million for health care services for Travis County’s safety net population. The CCC’s new partnerships with providers have proven invaluable, and will continue to build upon the success of DSRIP in the ongoing development of the integrated delivery system.

Examples of expanded health care capacity through the CCC

The DSRIP projects have enabled the CCC to contract with community-based health care providers to:

- Expand operating hours at primary care clinics to serve patients on nights and weekends;
- Add capacity for dental services;
- Provide additional psychiatric services through telemedicine;
- Offer free long-acting reversible contraception to Travis County women;
- Expand health services to underserved portions of Travis County through mobile health clinics; and
- Connect high-volume emergency department users with community paramedic services.

Health Care

INITIATIVE: Create the Community Care Collaborative (CCC) in order to develop an integrated delivery system that is health-focused, patient-centered, data-driven, and accountable.

MEASURE	OUTCOME
Create a Health Information Exchange (Disease Management Registry)	The information in the new Disease Management Registry is available at 100 percent of primary care sites for participating contracted providers (CommUnityCare, Lone Star Circle of Care, El Buen Samaritano), exceeding the 90 percent target.
Implement a Patient Centered Medical Home Model (PCMH)	CommUnityCare, People’s Community Clinic, Lone Star Circle of Care, and El Buen Samaritano have adopted and implemented the CCC’s new Patient-Centered Medical Home Principles, representing 82 percent (28 of 34) of CCC providers. The three-year target was 100 percent.
Implement a Chronic Disease Management (CDM) Model	From FY 2014-16, 47,964 patients were enrolled and treated under the new chronic care model protocols, exceeding the target of 13,000 patients by 269 percent.
Implement a Coordinated Patient Navigation Program	Sixty-three patient navigators have been trained on the CCC’s new navigation system protocols, exceeding the target of training 35 navigators by 80 percent.

INITIATIVE: Expand Health Care Capacity for Current and New Services

MEASURE	OUTCOME
Increase Primary Care Capacity at Community Health Centers	Expanded primary care hours were added at Pflugerville, North Central, Rosewood-Zaragoza and the Central Health Southeast Health and Wellness Center, increasing the total number of visits available at the centers. The expansion added 64,422 visits over the pre-DSRIP baseline, exceeding the target of 45,000 additional visits by 43 percent.
Implement Mobile Health Clinics	Three new mobile health teams were established, enabling the CCC’s contracted provider to deliver a total of 10,750 mobile encounters, exceeding the target of 8,300 encounters by 30 percent.
Increase Access to Regular Dental Care	The CCC increased dental encounters for patients with a chronic condition by 11,086 visits over the pre-DSRIP baseline, exceeding the target of 6,000 additional visits by 85 percent.
Increase Gastroenterology (GI) Care	The CCC increased GI encounters through its provider network by 8,425 visits over the pre-DSRIP baseline, exceeding the target of 5,735 additional visits by 47 percent.
Increase Pulmonology Care	The CCC increased pulmonology encounters through its provider network by 8,727 visits over the pre-DSRIP baseline, exceeding the target of 8,305 additional visits by 5 percent.

Health Care

<p>Increase Pregnancy Prevention Services</p>	<p>The new Central Health-funded DSRIP pregnancy prevention program provided free long-acting reversible contraception (LARCs) to 2,091 additional women over the pre-DSRIP baseline, exceeding the target of 1,700 additional women by 23 percent.</p>
<p>Community-Based Services – Telepsychiatry</p> <p>Community-Based Services –Integrated Behavioral Health</p>	<p>New telepsychiatry functionality was added to 11 community health centers, exceeding the target of four additional community health centers by 175 percent. CommUnityCare provided a total of 6,159 telepsychiatry visits, exceeding the target of 5,250 visits by 17 percent.</p> <p>The CCC’s provider network enrolled 2,309 individuals with both diabetes and depression in the new disease management registry, exceeding the target of 1,500 individuals by 53 percent.</p>
<p>Crisis Services—Psychiatric Emergency Department for Crisis Stabilization Services</p>	<p>The new Psychiatric Emergency Department at University Medical Center Brackenridge served a total of 12,088 patients, exceeding the target of 5,475 patients by 120 percent.</p>
<p>Crisis Services—Increase Psychiatric Inpatient Beds</p>	<p>In FY16 construction began on the 16-bed Judge Guy Herman Center for Mental Health Crisis Care which will provide new short-term emergency psychiatric crisis care and decrease demand on inpatient psychiatric care and emergency departments. The center is scheduled to open in 2017.</p>

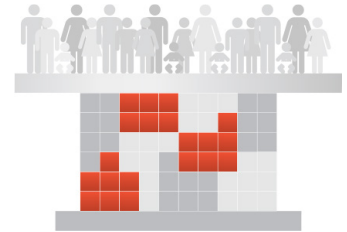
INITIATIVE: Collaborate on Planning for Comprehensive Cancer Care

MEASURE	OUTCOME
<p>Comprehensive Cancer Care</p>	<p>The Livestrong Foundation granted \$50 million to the Dell Medical School at The University of Texas at Austin to create the Livestrong Cancer Institute and re-direct the organization’s Cancer Plan to the school.</p>

INITIATIVE: Leverage Health Care Investments

MEASURE	OUTCOME
<p>Leverage Health Care Investments</p>	<p>Central Health provided a total of \$417.3 million in local funds under three intergovernmental transfer programs—Uncompensated Care (UC), Disproportionate Share (DSH) and DSRIP—which returned a total of \$972.4 million of local funding as well as federal and state matching funds. Central Health’s 33 funded DSRIP projects achieved over 98 percent of their metrics, providing more than \$348 million.</p>

PRIORITY AREA | Health Coverage



GOAL Maximize enrollment in health coverage by Travis County residents through enhanced navigation, eligibility, and enrollment services.

SUMMARY

Improving access to health care coverage

Community outreach and educational activities were ramped up, and strategic partnerships were developed to support the organization’s effectiveness and connection to the community. Successful efforts led to enhanced awareness of health care programs and services offered through Central Health’s Enterprise partners. Central Health assisted more than 70,000 individuals per year with Medical Access Program (MAP), Medicaid and CHIP applications. Since the inception of the Health Insurance Marketplace, Central Health also led local education and enrollment efforts regarding quality and affordable health coverage. As a result of Central Health’s work, local efforts were recognized as a national best practice. Since the inception of the Marketplace, over 73,000 Travis County residents have obtained health coverage through the Affordable Care Act (ACA). The county’s uninsured rate has also decreased to 14 percent—3 percent lower than the state of Texas’ overall rate.

Developing health coverage tailored to Central Texans

With the rollout of the ACA, Sendero developed a qualified health plan, IdealCare, and then applied lessons learned year-over-year to implement effective outreach and enrollment efforts. Sendero also created benefit packages tailored for the local low-income population served by Central Health. Sendero’s IdealCare plan enrollment increased from 3,000 members in FY14 to over 20,000 in FY16.

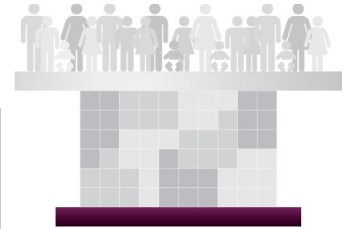
INITIATIVE: Expand Eligibility and Enrollment to Support New Health Coverage Options

MEASURE	OUTCOME
<p>Expand Eligibility and Enrollment services</p>	<p>Central Health eligibility staff assisted 216,500 individuals with completing Medical Access Program (MAP) applications and helped enroll 3,253 individuals in Medicaid and CHIP. The Central Health Community Outreach Team participated in 570 community outreach & educational activities.</p>

INITIATIVE: Offer Health Coverage Options Through the Affordable Care Act Marketplace

MEASURE	OUTCOME
<p>Affordable Care Act (ACA) Qualified Health Plan</p>	<p>Sendero developed a qualified health plan and achieved significant membership growth between FY14 and FY16. Sendero enrolled 3,000 members in its ACA plan, IdealCare, in 2014; 6,000 members in 2015; and 20,000 members in 2016.</p>

PRIORITY AREA | Health Infrastructure



GOAL Improve the health of the Travis County population into the future by expanding the number of providers, increasing and improving health care facilities, implementing enhanced technology, and serving in a coordinating capacity for the transformation of regional health care delivery.

SUMMARY

Partnering to create a medical school, build a new teaching hospital and redevelop the Central Health Brackenridge Campus

In 2014, Central Health began work on a Master Plan for redevelopment of the Central Health Brackenridge Campus; Seton Healthcare Family broke ground on a new teaching hospital; and Central Health entered into an affiliation agreement with The University of Texas regarding the creation of the Dell Medical School at The University of Texas at Austin. In 2016, after extensive community engagement, the Central Health Board of Managers approved Brackenridge Campus Master Plan and released a request for qualifications (RFQ) for a master developer of the property. The Dell Medical School opened the Health Learning Building; welcomed its inaugural class of 50 students; and began developing health care services for low-income and uninsured Travis County residents. Construction continued on the new teaching hospital, the Dell Seton Medical Center at The University of Texas. Once completed in May 2017, Dell Seton will provide a new Level 1 trauma center and teaching hospital to local communities, at no debt to local taxpayers.

Improving health care access to historically under served areas of Travis County

In October 2014, the Central Health Southeast Health & Wellness Center welcomed its first patients, fulfilling a community vision to bring much-needed health care services to the previously underserved areas of Southeast Travis County. By early January 2016, construction of the facility was completed. From 2014-16 the Central Health Southeast Health & Wellness Center achieved:

- Level 3 patient centered medical home (PCMH) Recognition;
- Creation of faculty and provider space for the Dell Medical School's Internal Medicine Residency program;
- The addition of wellness programs and activities through partnerships with local community nonprofits;
- Expanded specialty care capacity for pulmonology and gastroenterology;
- Implementation of an integrated behavioral health intervention model for chronic disease management;
- Expanded primary care hours to include evenings and weekends; and
- Addition of telepsychiatry, dental services, a disease management registry, and a centering pregnancy program.

These projects have successfully supported Central Health's goals of increasing access, transforming specialty care and developing infrastructure to better serve and meet the needs of the safety-net population.

Health Infrastructure

SUMMARY

Utilizing information technology to improve health care

The Integrated Care Collaboration (ICC) is a nonprofit that operates and manages a regional health information exchange. From 2014-16 the ICC undertook a major system upgrade related to its patient matching algorithm, which improves Central Health’s and the CCC’s ability to identify unique, individual patients across provider networks. ICC also upgraded its software system to a more current, robust and less customized version. All of these upgrades improve the ICC’s ability to provide Central Health and the CCC with the data and support needed to improve care delivery to the covered population.

Leading health care transformation—Regional Healthcare Partnership (RHP) 7

Central Health is the anchor entity of RHP 7, whose ongoing duties include coordinating, providing technical assistance, and reporting support for DSRIP providers within the region. In 2016, Central Health’s anchor team began focusing on guiding the region through its transition period, and working with the region’s providers and Texas Health and Human Services Commission (HHSC) as they develop proposals for the design of the next waiver program. Central Health also coordinated monthly regional meetings, including partners from Texas Health and Human Services Commission, and focused on value for patients in efforts going forward.

INITIATIVE: Support Planning for New Medical School

MEASURE	OUTCOME
Medical School	On June 26, 2016, the Dell Medical School at The University of Texas at Austin welcomed its inaugural class. Selected from a pool of more than 4,500 applicants, these 50 students are learning from a new model of medical education, developed to serve Central Health’s patient population. The students represent a wide range of backgrounds and education, spanning in age from 20 to 39. Nearly one quarter identify with a race or ethnicity that’s underrepresented in medicine.

INITIATIVE: Help Plan and Implement New Teaching Hospital

MEASURE	OUTCOME
New Teaching Hospital	The Dell Seton Medical Center at The University of Texas is scheduled to open in May 2017. The teaching hospital will provide the community a new state-of-the-art, Level 1 trauma center, a teaching hub for doctors and medical students, new bedside treatments and clinical care services when hospital care is needed.

Health Infrastructure

INITIATIVE: Repurpose the Existing Central Health Brackenridge Campus

MEASURE

Redevelopment of the Current University Medical Center Brackenridge Campus

OUTCOME

In January 2016, the Central Health Board of Managers approved its master plan for the future of the Central Health Brackenridge Campus after seeking input from more than 8,400 community members through workshops, open houses, events, online surveys, canvassing, in-clinic surveys, and neighborhood association and interest group meetings. Central Health released its request for qualifications (RFQ) for a master developer for the property in September 2016.

INITIATIVE: Open the Central Health Southeast Health & Wellness Center

MEASURE

Central Health Southeast Health & Wellness Center

OUTCOME

The Central Health Southeast Health & Wellness Center (SEHWC) began providing services as a CommUnityCare site on October 13, 2014. On the clinic side, SEHWC provides medical and specialty care, including women's health and pediatrics, behavioral health, dental services, and pharmacy. Phase 2 of the SEHWC build-out was completed in January 2016. Through service agreements with partners, the SEHWC provides cooking classes, exercise classes, breastfeeding support groups, tax services and meals to children and families through the summer nutrition program. SEHWC also has on-site assistance with program enrollment in MAP and sliding fee scale, WIC and SNAP/Food Stamps.

INITIATIVE: Coordinate the 1115 Waiver RHP 7 Activities

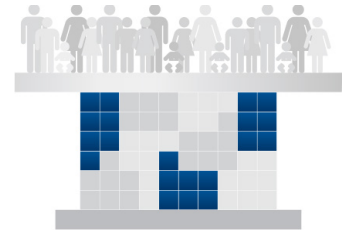
MEASURE

Coordinate the 1115 Waiver RHP 7 Activities

OUTCOME

In FY14, Central Health launched RHP 7's Learning Collaborative, focused on helping performing providers enhance patient engagement in support of RHP 7 DSRIP projects. RHP 7 coordinated and provided technical assistance to providers as they reported performance activity to HHSC and hosted two Learning Collaborative meetings for RHP 7 members in FY15. In FY16 Central Health's anchor team focused on working with the region and HHSC to develop proposals for the design of the next waiver program.

PRIORITY AREA | Health Promotion



GOAL Support the improved health of individuals and the community through implementing new health promotion activities, collecting and reporting community health indicators and establishing a Health Policy Council.

SUMMARY

Building and strengthening health promotion partnerships

Central Health strengthened partnerships with public health entities and formed alliances with new partners to ramp up health promotion efforts across a broad range of audiences. Central Health, along with public health partners at the city of Austin and Travis County, launched the Healthy ATC data portal to identify the leading health disparity indicators in local communities. Central Health also launched the Central Health Equity Policy Council, a broad coalition of local stakeholders dedicated to enacting chronic disease prevention policies. Other health promotion successes from 2014-16 include creating and implementing preventative clinical protocols.

INITIATIVE: Develop and Implement Health Promotion Programs that Support CCC Clinical Services

MEASURE	OUTCOME
Implement Health Promotion in Support of Health Care	A new Population Health Workgroup created a best-practice tobacco assessment and cessation clinical protocol and implemented the protocol through CommUnityCare. More than 98 percent of Medical Access Program patients age 18 and older were screened for tobacco use, and if identified as a tobacco user, received tobacco cessation counseling, exceeding the DSRIP target of 81 percent.

INITIATIVE: Establish and Communicate Community Health Indicators

MEASURE	OUTCOME
Community Health Indicators	Central Health, the City of Austin, and Travis County developed a new collaborative health planning process, resulting in a joint web data portal (Healthy ATC). Four health disparity indicators—tobacco, diabetes, obesity, and HIV—were selected as priorities. A communications plan to promote community interventions and events was created. Using the Healthy ATC website, newsletter and social media, access to free local health data is now available community-wide.

INITIATIVE: Develop a Health Policy Council

MEASURE	OUTCOME
Health Policy Council	In 2014, Central Health convened partners and led the adoption of an ordinance prohibiting the sales and possession of electronic cigarettes to minors. The Central Health Equity Policy (CHEP) Council launched in 2015 with over 60 community partners. The CHEP Council increased public awareness of the dangers of secondhand smoke and electronic cigarettes by seeking further restrictions on the use of electronic cigarettes in public spaces in Austin.