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## CENTRAL HEALTH

### Our Vision

Central Texas is a model healthy community.

### Our Mission

By caring for those who need it most, Central Health improves the health of our community.

### Our Values

Central Health will achieve excellence through:

*Stewardship* - We maintain public trust through fiscal discipline and open and transparent communication.

*Innovation* - We create solutions to improve healthcare access.

*Respect* - We honor our relationship with those we serve and those with whom we work.

*Collaboration* - We partner with others to improve the health of our community.

## EASTERN CRESCENT SUBCOMMITTEE AND STRATEGIC PLANNING COMMITTEE MEETINGS

Wednesday, March 11, 2020

STAYS IN FILE

Central Health Administrative Offices  
1111 E. Cesar Chavez St.  
Austin, Texas 78702  
Training Room

### SUBCOMMITTEE AGENDA

12:00 p.m.

1. Review and approve the minutes of the February 19, 2020, meeting of the Eastern Crescent Subcommittee. (*Action Item*)
2. Discuss the scope of work of the Eastern Crescent Subcommittee. (*Informational Item*)
3. Review maps and discuss the geographic areas to be considered as residing within the Eastern Crescent. (*Informational Item*)
4. Receive an update on forthcoming reports and data that can be used to inform the work of the Eastern Crescent Subcommittee. (*Informational Item*)
5. Confirm the next Eastern Crescent Subcommittee meeting date, time, and location. (*Action Item*)

### COMMITTEE AGENDA\*

1:00 p.m. or following the Eastern Crescent Subcommittee Meeting

\*Agenda item numbers are assigned for ease of reference only and do not necessarily reflect the order of their consideration by the Committee.


1. Review and approve the minutes of the February 19, 2020, meeting of the Central Health Board of Managers Strategic Planning Committee. (*Action Item*)
2. Review and discuss St. David's Foundation's newly formed Community Health Coalition comprised of funders that have convened to promote joint planning and alignment of initiatives addressing social determinants of health in Central Texas. (*Informational Item*)

3. Discuss an update on Communications and Community Engagement activities and initiatives. *(Informational Item)*
4. Receive a report from the Eastern Crescent Subcommittee on the Subcommittee's scope of work, geographic focus and forthcoming reports and data that will be used to inform the work of the Subcommittee. *(Informational Item)*
5. Confirm the next Strategic Planning Committee meeting date, time, and location. *(Action Item)*

The Strategic Planning Committee may consider any matter posted on the agenda in a closed session if there are issues that require consideration in a closed session and the Committee announces that the item will be considered during a closed session.

A quorum of Central Health's Board of Managers may convene to discuss matters on the agenda. However, Board members who are not Committee members will not vote on any Committee agenda items, nor will any full Board action be taken.

Any individual with a disability who plans to attend this meeting and requires auxiliary aids or services should notify Central Health as far in advance of the meeting day as possible, but no less than two days in advance, so that appropriate arrangements can be made. Notice should be given to the Board Governance Manager by telephone at (512) 978-8049.

Came to hand and posted on a Bulletin Board in the Courthouse,  
 Austin, Travis County, Texas on this the 14th day of  
March 2020  
 Dana DeBeauvoir  
 County Clerk, Travis County, Texas  
 By A. Macedo Deputy  
  
**A. MACEDO**

  
**202080354**

**FILED AND RECORDED**  
**OFFICIAL PUBLIC RECORDS**  
*Dana DeBeauvoir*  
 Dana DeBeauvoir, County Clerk  
 Travis County, Texas  
 Mar 06, 2020 10:21 AM  
 Fee: \$0.00      **MACEDOS**



# CENTRAL HEALTH

**CENTRAL HEALTH BOARD OF MANAGERS  
EASTERN CRESCENT SUBCOMMITTEE**

**March 11, 2020**

## **AGENDA ITEM 1**

Review and approve the minutes of the February 19, 2020 meeting of the Eastern Crescent Subcommittee.

MINUTES OF MEETING – FEBRUARY 19, 2020

CENTRAL HEALTH  
EASTERN CRESCENT SUBCOMMITTEE

On Wednesday February 19, 2020, the Central Health Eastern Crescent Subcommittee convened at 3:30 p.m. in the Training Room, 1111 East Cesar Chavez, Austin, Texas 78702. Clerk for the meeting was Briana Yanes.

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**Subcommittee Members present:** Chairperson Jones and Manager Valadez

**Board Members present:** Manager Oliver (arrived at 4:03 p.m.), Manager Greenberg, Manager Bell,

**REGULAR AGENDA**

**1. Discuss how frequently the Eastern Crescent Subcommittee should meet and possible meeting, dates, scope of work, and future agenda items.**

**Clerk's Notes:** Discussion on this item began at 3:30 p.m. Chairperson Jones discussed some questions with Managers including what the definition of Eastern Crescent would be, what the defined geographical area would consist of, what population/demographics make up the area, what percentage of the total client population of Central Health patients live in the Eastern Crescent, and what the total population of the Eastern Crescent is. Managers discussed these questions and decided to come back to the next Eastern Crescent Subcommittee Meeting with more concrete information and answers. Chairperson Jones asked Managers to send Central Health staff what they would like to see in the scope of the Eastern Crescent Subcommittee.

No action was taken on item 1.

**2. Receive an update on the Hornsby Bend Health Center, including communications and community outreach activities to promote the center, its days of operation, and service offerings.**

**Clerk's Notes:** Discussion on this item began at 4:15 p.m. Ms. Anastassia Mitchell, Multimedia Content Coordinator and Ms. Janna Allen, Communications & Community Engagement Program Manager gave a presentation on the new health center opening in Hornsby Bend. The presentation included the community engagement and outreach they have been doing to promote the new health center including, canvassing, sending Del Valle ISD students home with stickers, robocalls, signage, event promotion, retail outreach, faith-based outreach, and Community Advisory Committee support.

No action was taken on item 2.

The meeting was adjourned at 4:27 p.m.

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Shannon Jones, Chairperson  
Central Health Eastern Crescent Subcommittee



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**CENTRAL HEALTH BOARD OF MANAGERS  
EASTERN CRESCENT SUBCOMMITTEE**

**March 11, 2020**

**AGENDA ITEM 2**

Discuss the scope of work of the Eastern Crescent Subcommittee.



# CENTRAL HEALTH

CENTRAL HEALTH BOARD OF MANAGERS  
EASTERN CRESCENT SUBCOMMITTEE

**March 11, 2020**

## **AGENDA ITEM 3**

Review maps and discuss the geographic areas to be considered as residing within the Eastern Crescent.



CENTRAL HEALTH

# Eastern Crescent Geographic and Demographic Analysis

Central Health Board of Managers Eastern Crescent Subcommittee  
March 11, 2020

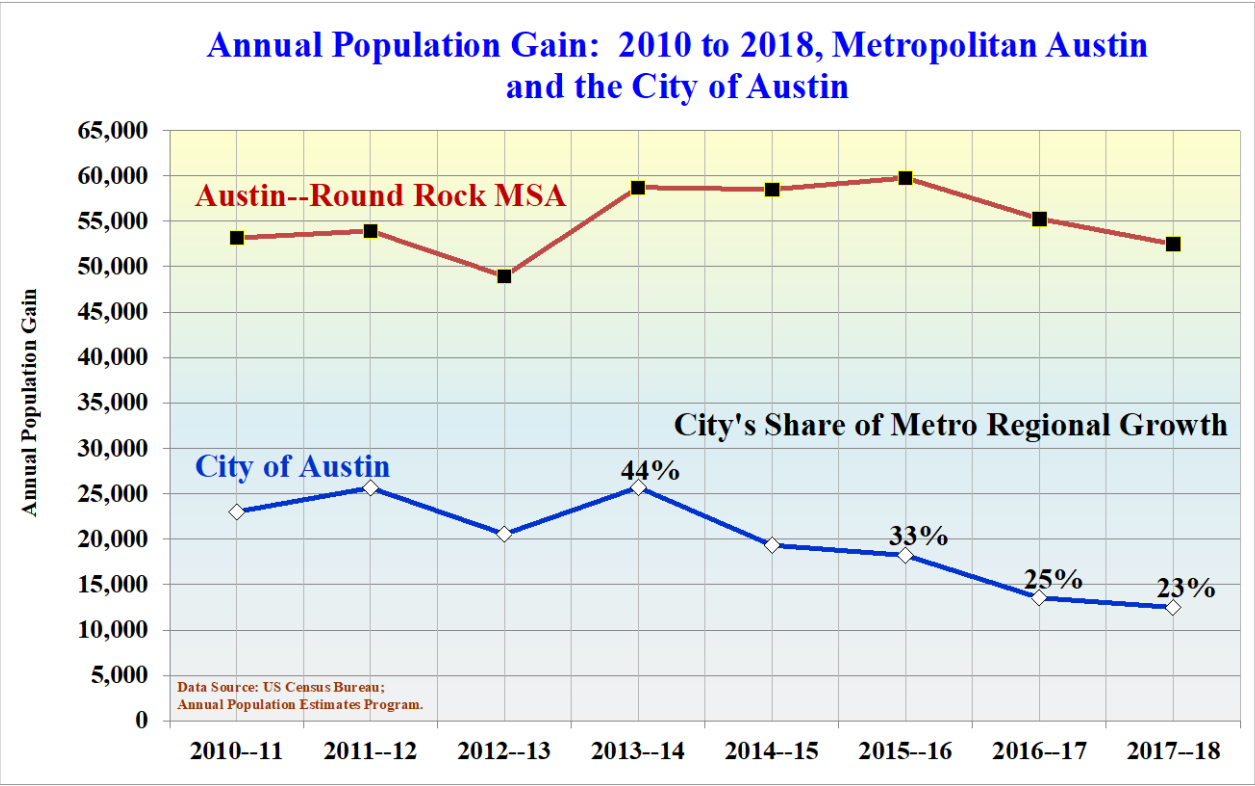
Ashley Levulett, Strategy Data Analyst

JP Eichmiller, Senior Director of Strategy and Information Design



@CentralHealthTX

# Austin/MSA Population Growth



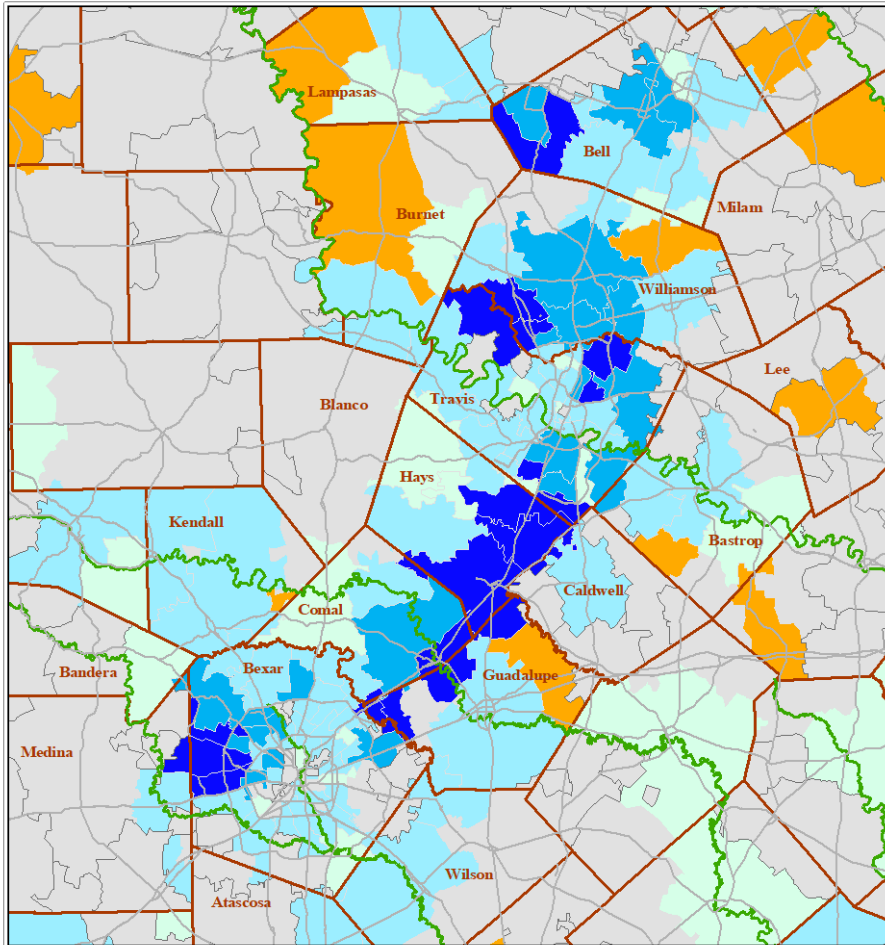
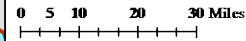


# The I-35 Corridor

## Population Growth 2010 to 2017 ZIP Codes



Data Sources: American Community Survey, 2017 5-year dataset, and Census 2010, ZIP Codes.



Map created by Sara Robinson, City Demographer, Department of Economic City of Austin, March 2018



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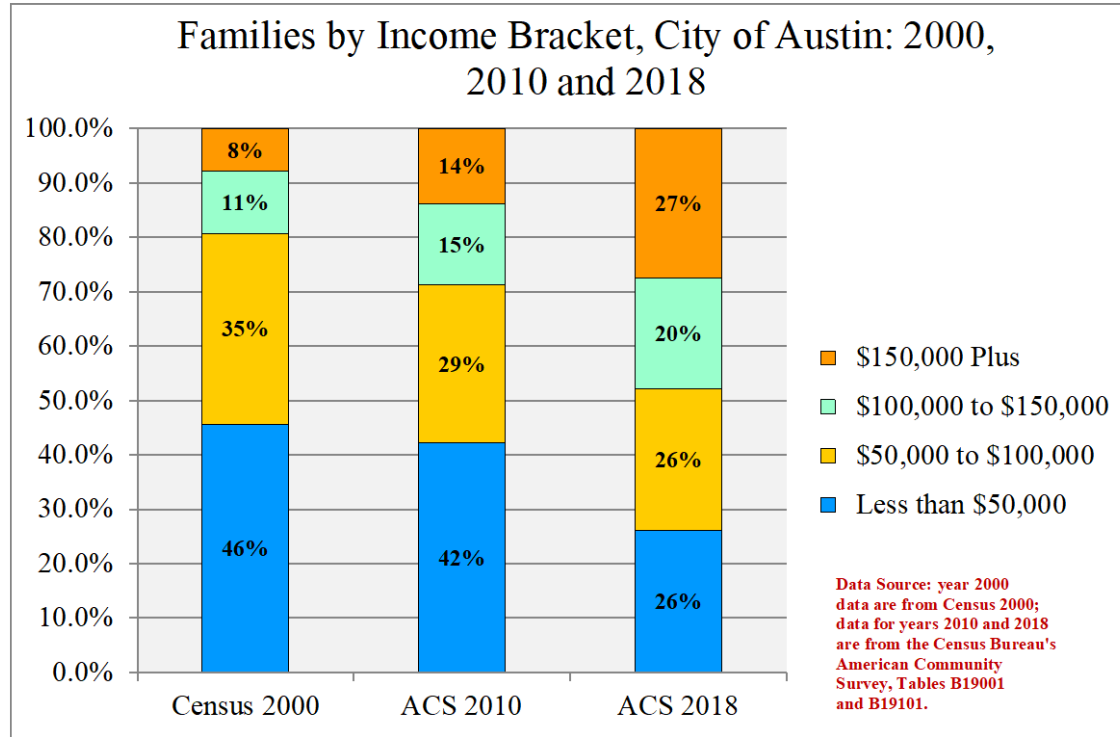
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# Economic Factors

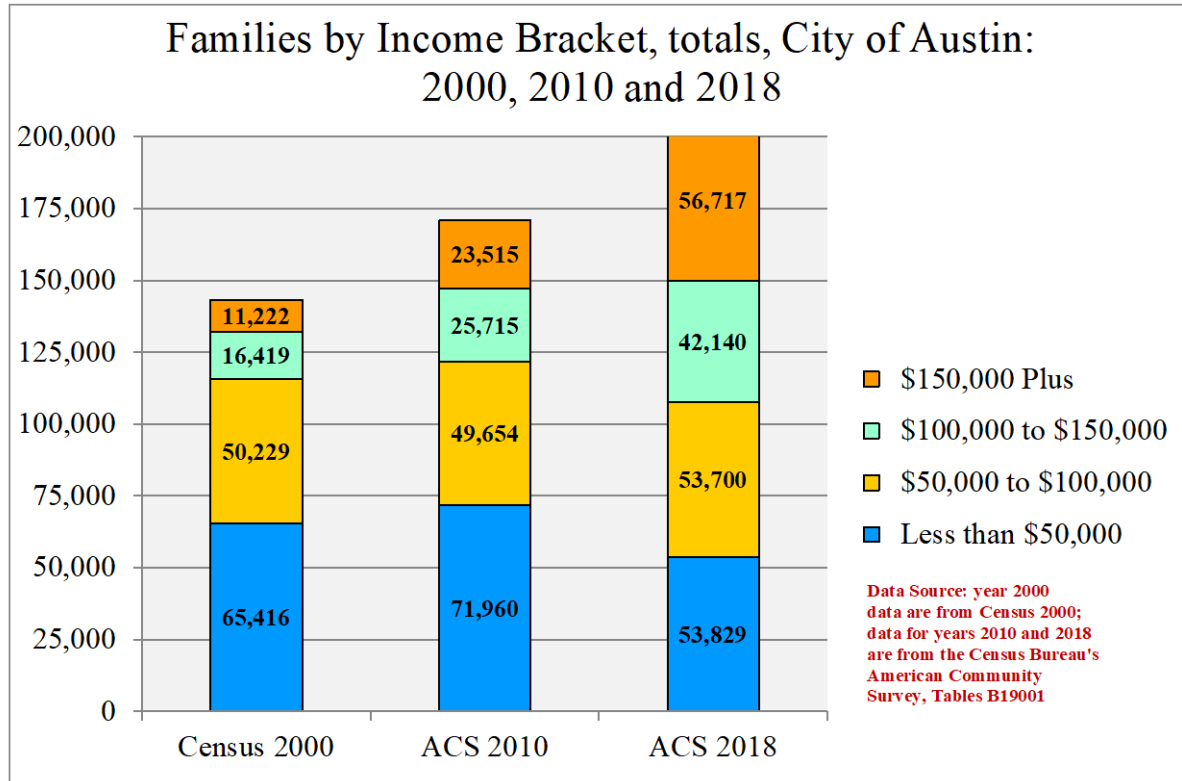
- Travis County leads all large Texas Counties in job growth (3.2%), but ...
  - Trails Bexar and Dallas in wage growth
  - Trails Williamson County in job and wage growth
- Average annual wage: \$66,000
  - Trails Harris (\$75,000) and Dallas (\$70,000) counties
- Average monthly rent: \$1,703 (two-bedroom unit)
  - Monthly income for family of four at poverty level: \$2,183

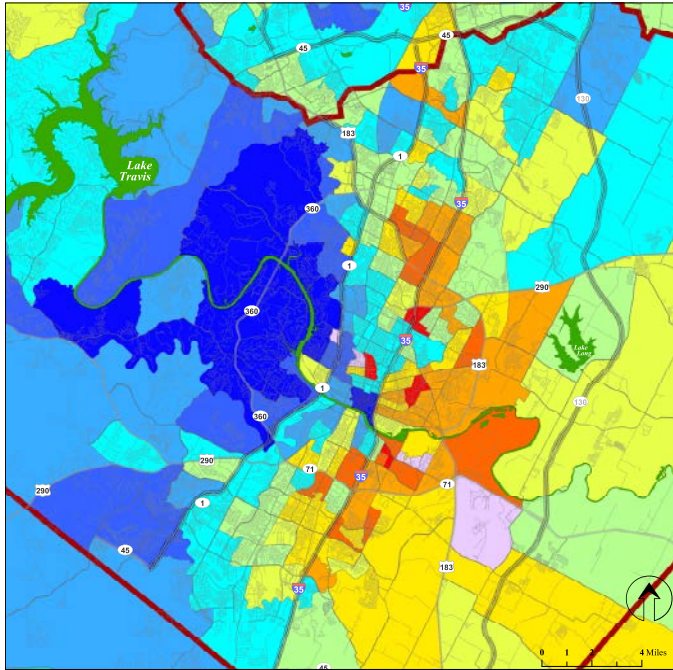


# Household Incomes

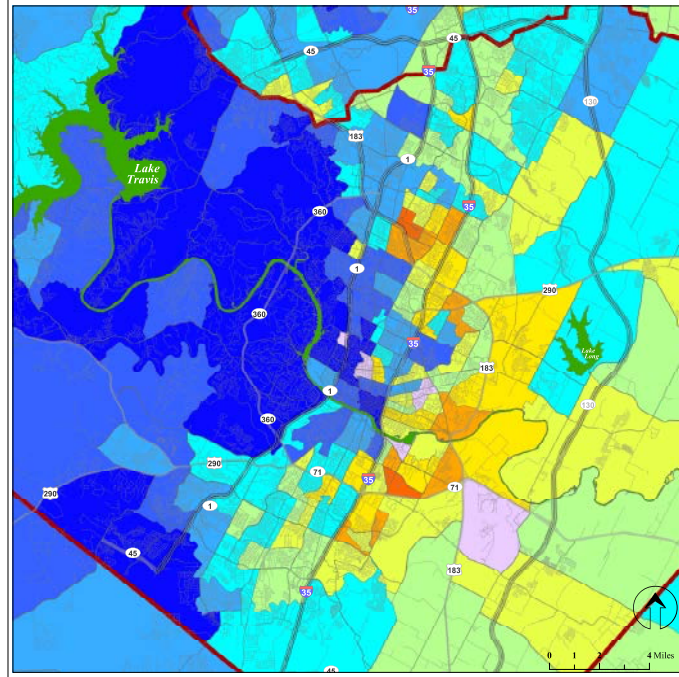


# Household Incomes





in



## Family Income

data

City of Austin

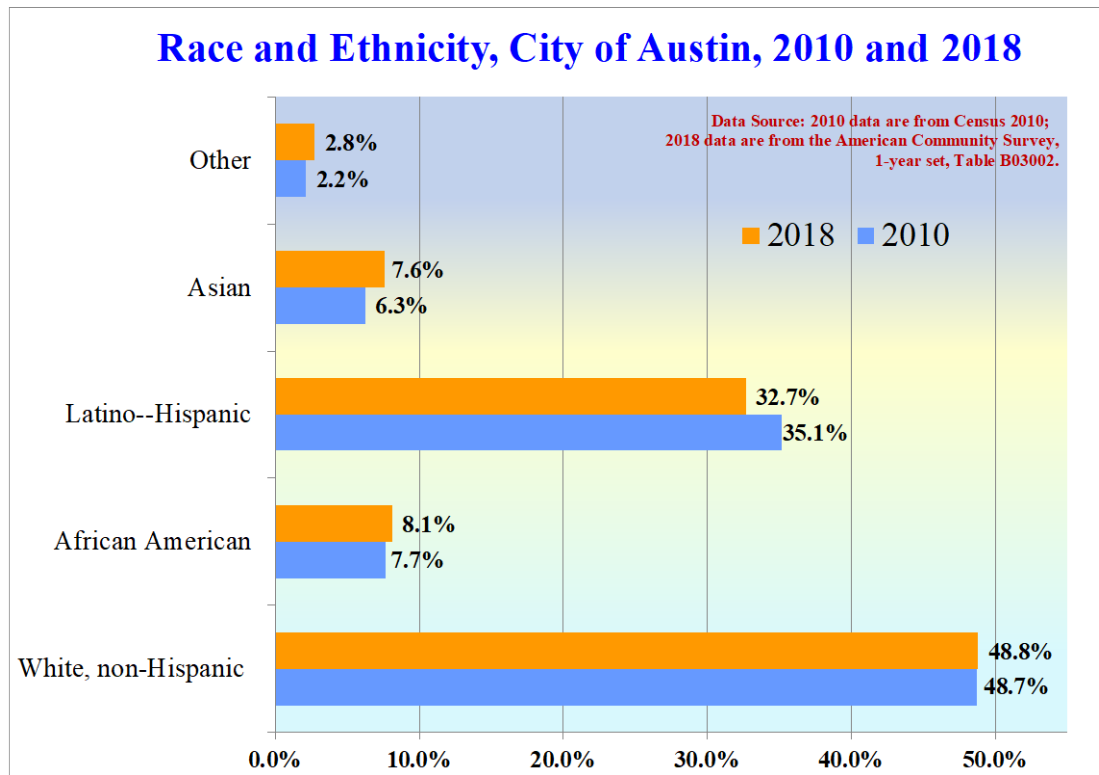


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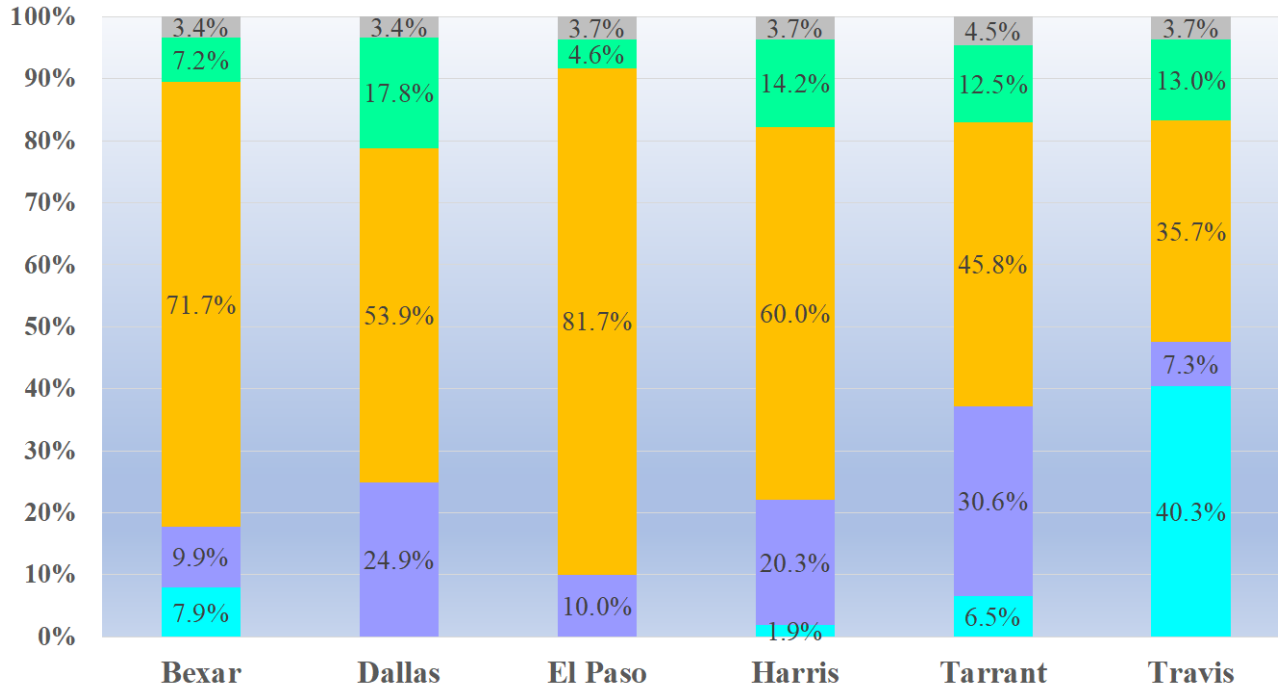


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# Race/Ethnicity



## Share of Positive Population Growth, 2010 to 2018, by Race and Ethnicity, Big Six Texan Urban Counties

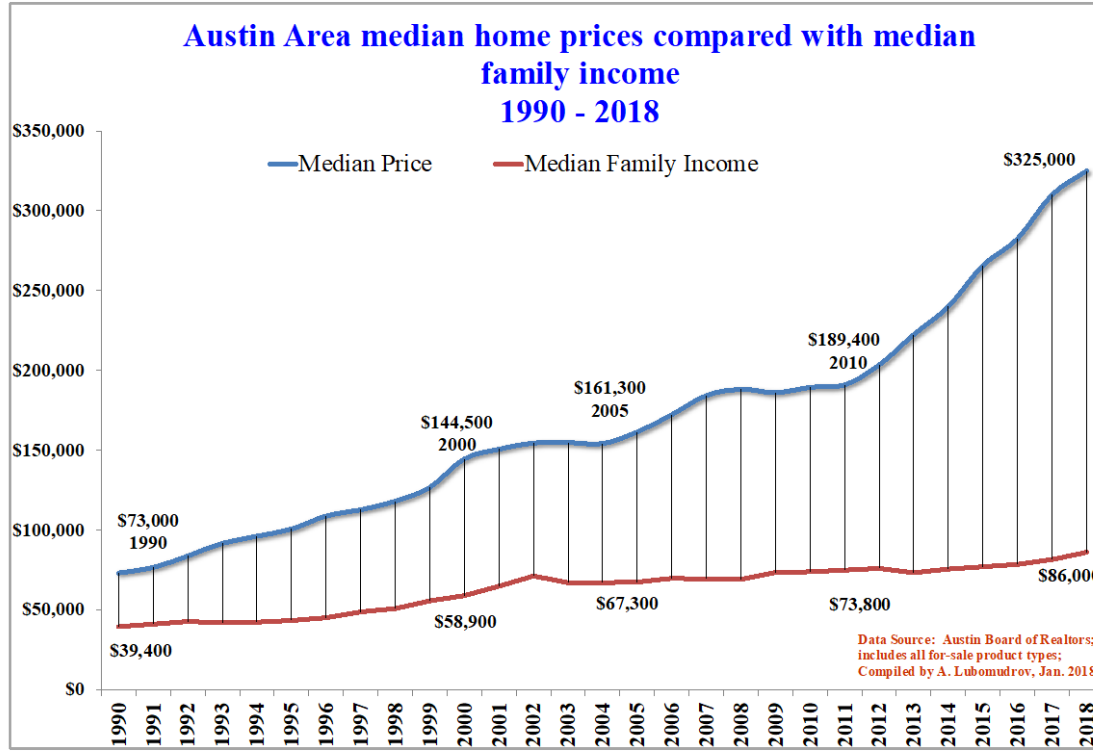


Data Source: 2010 Census and 2018 Estimates from the Census Bureau.

■ White   
 ■ Black   
 ■ Hispanic   
 ■ Asian   
 ■ Multiple



# Housing Prices—Austin/Round Rock MSA



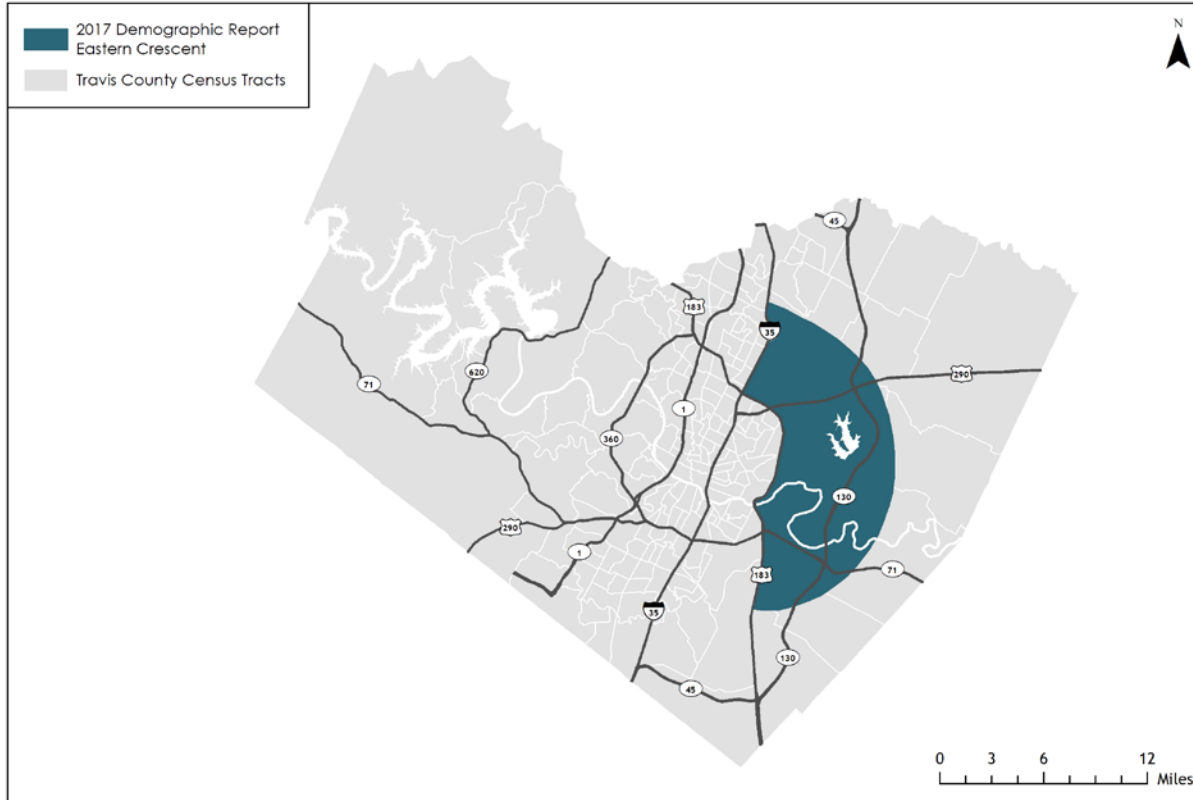


# Summary of Findings

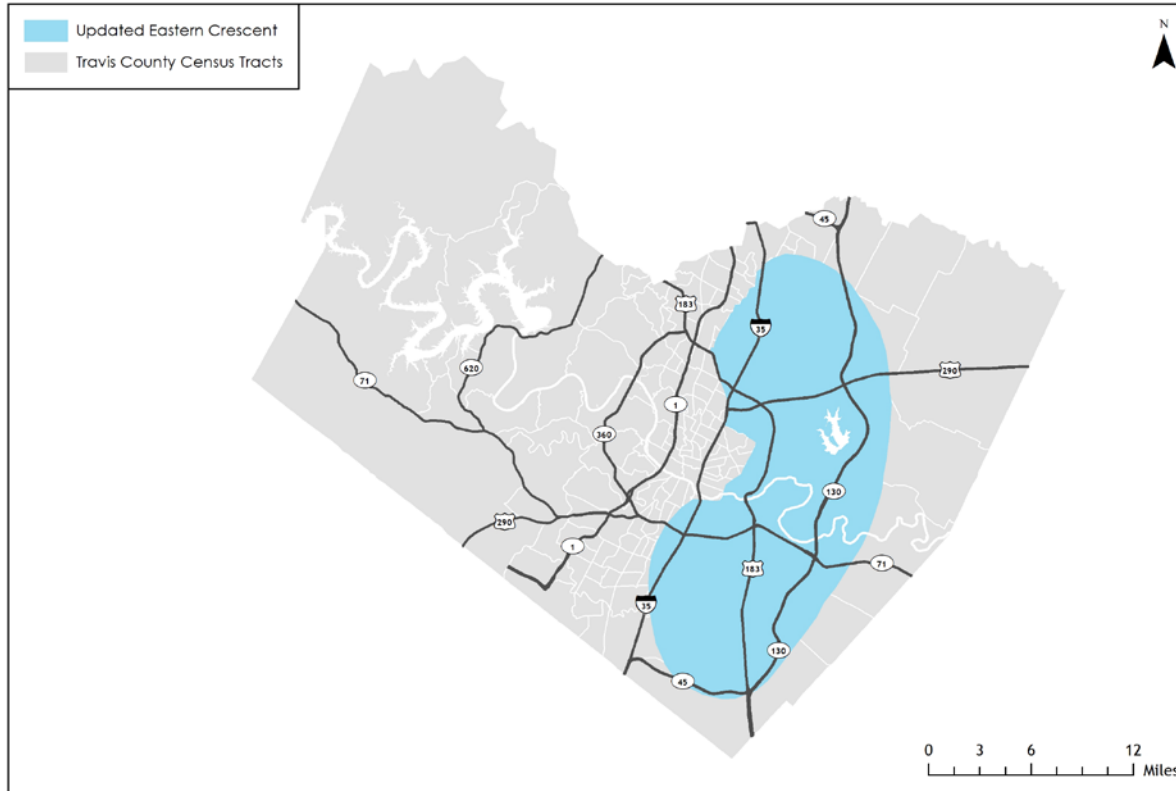
- Regional population growth is surging but has slowed in Austin
- Job growth in Travis County is among the highest in the country
- Travis County cost of living pricing out low-income residents
- High churn in income brackets
- Share of Latino/Hispanic population decreasing; Asian, African Americans increasing
- White population has highest rate of growth



# Approximation of the Eastern Crescent Boundary

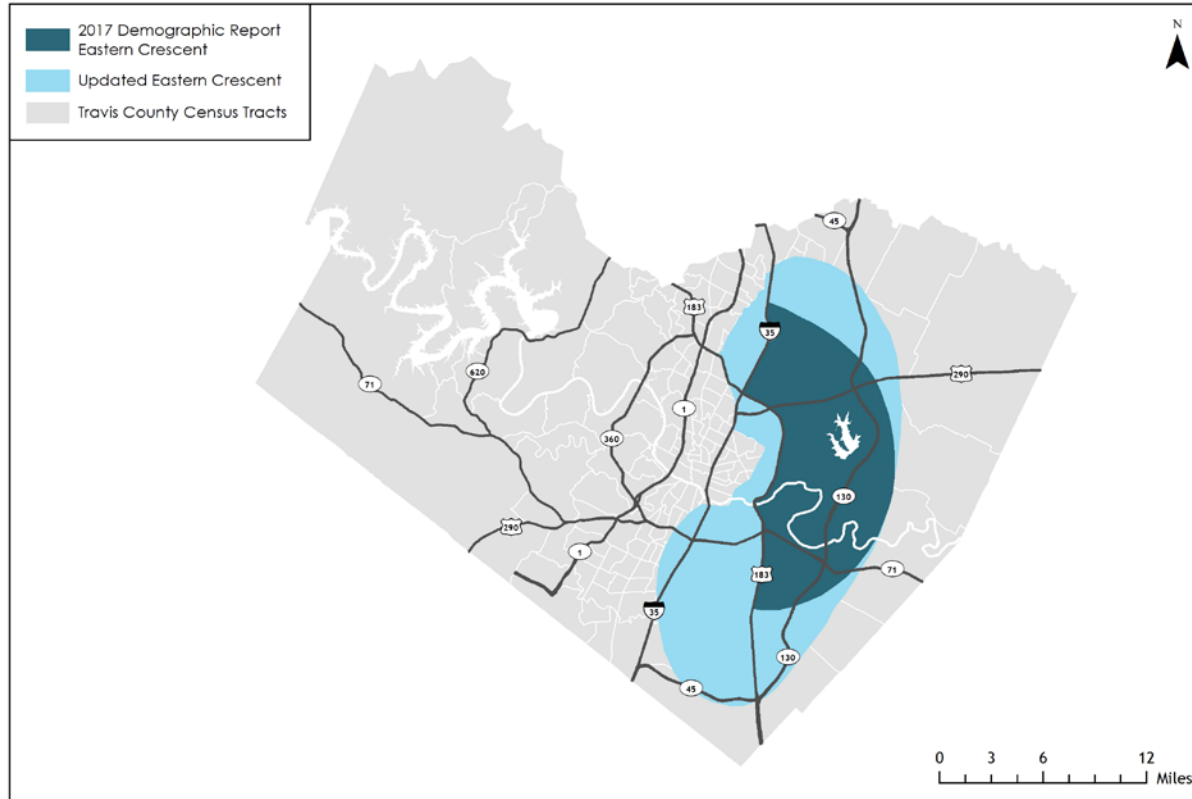


# Approximation of the Eastern Crescent Boundary



Created March 5, 2020  
Shown is the approximation of the "Eastern Crescent" - which is a term that is commonly used when describing displacement amongst low-income communities in Travis County.

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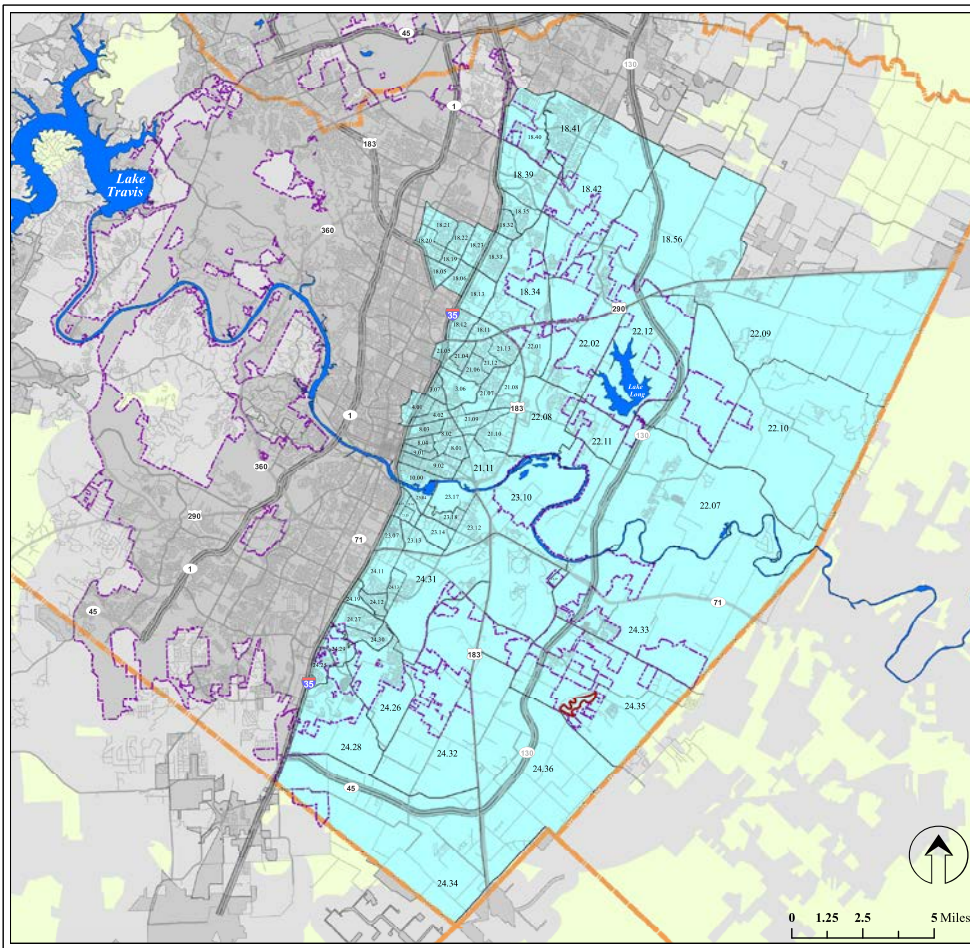
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Austin



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# CENTRAL HEALTH

**CENTRAL HEALTH BOARD OF MANAGERS  
EASTERN CRESCENT SUBCOMMITTEE**

**March 11, 2020**

## **AGENDA ITEM 4**

Receive an update on forthcoming reports and data that can be used to inform the work of the Eastern Crescent Subcommittee.



CENTRAL HEALTH

# Update on Forthcoming Reports and Data Sets

Central Health Board of Managers Eastern Crescent Subcommittee  
March 11, 2020

Sarita Clark-Leach, Director of Analytics and Reporting

JP Eichmiller, Senior Director of Strategy and Information Design



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# Upcoming Reports and Data Sets

- Central Health Demographic Report
- Patient mapping (MAP, MAP BASIC, CommUnityCare)
- Facility mapping
- Access to Care/Access to Coverage
- Service dashboards
- Clinical need prioritization
- Health indicators (APH, HRSA, Carrot)
- Framework for collaborations with community groups/stakeholders





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**CENTRAL HEALTH BOARD OF MANAGERS  
EASTERN CRESCENT SUBCOMMITTEE**

**March 11, 2020**

**AGENDA ITEM 5**

Confirm the next Eastern Crescent Subcommittee meeting date, time, and location.



# CENTRAL HEALTH

**CENTRAL HEALTH BOARD OF MANAGERS  
STRATEGIC PLANNING COMMITTEE**

**March 11, 2020**

## **AGENDA ITEM 1**

Review and approve the minutes of the February 19, 2020 meeting of the Central Health Board of Managers Strategic Planning Committee.

MINUTES OF MEETING – FEBRUARY 19, 2020

CENTRAL HEALTH  
STRATEGIC PLANNING COMMITTEE

On Wednesday February 19, 2020, the Central Health Strategic Planning Committee convened at 4:30 p.m. in the Training Room, 1111 East Cesar Chavez, Austin, Texas 78702. Clerk for the meeting was Briana Yanes.

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**Committee Members present:** Chairperson Bell, Manager Valadez, and Manager Jones

**Committee Members absent:** Manager Museitif

**Board Members present:** Manager Oliver, Manager Greenberg

**REGULAR AGENDA**

- 1. Consider and approve the minutes of the November 13, 2019 meeting of the Central Health Board of Managers Strategic Planning Committee.**

**Clerk's Notes:** Discussion on this item began at 4:30 p.m.

Manager Valadez moved that the Committee approve minutes of the November 13, 2019 meeting of the Central Health Board of Managers Strategic Planning Committee.

Manager Jones seconded the motion.

Chairperson Bell	For
Manager Valadez	For
Manager Museitif	Absent
Manager Jones	For

- 2. Discuss the development of dashboards and other reporting tools on specific focus areas and strategic objectives.**

**Clerk's Notes:** Discussion on this item began at 4:31 p.m. Mr. JP Eichmiller, Senior Director of Strategy and Information Design and Ms. Sarita Clark-Leach, Director of Analytics and Reporting presented on the Central Health Dashboard Menu. They explained that the purpose of this item is to provide guidance to Central Health staff regarding the development of dashboards and to set the schedule and frequency of presentation to the Central Health Board of Managers. Mr. Eichmiller and Ms. Clark-Leach presented the proposed dashboard items that they would like to present to the Board, which included services reporting, demographic and geographic overviews, patient populations and gap analysis, and budget and financial indicators.

No action was taken on item 2.

- 3. Discuss and take appropriate action on the Strategic Planning Committee meeting schedule and on the scope of work and future agenda items for the Strategic Planning Committee and Eastern Crescent Subcommittee during Fiscal Year 2020.**

**Clerk's Notes:** Discussion on this item began at 4:55 p.m. Chairperson Bell discussed with Managers when the best time and dates for the Strategic Planning Committee to meet would be. The Committee members all advised that the Strategic Planning Committee should meet every second Wednesday of the month at 1 p.m. following the Eastern Crescent Subcommittee Meeting, which will begin at 12 p.m.

No action was take on item 3.

**4. Receive a report from the Eastern Crescent Subcommittee on upcoming meeting dates and topics for consideration.**

**Clerk's Notes:** Discussion on this item began at 5:04 p.m. Manager Jones gave a brief overview of what was discussed at the Eastern Crescent Subcommittee Meeting. Manager Jones explained that he discussed some questions with Managers, including what the definition of Eastern Crescent would be, what the defined geographical area would consist of, what population/demographics make up the area, what percentage of the total client population of Central Health patients live in the Eastern Crescent, and what the total population of the Eastern Crescent is. Manager Jones explained that Managers may send Central Health staff what they would like to see in the scope of the Eastern Crescent Subcommittee before the next meeting.

No action was taken on Item 4.

**5. Discuss an update on Communications and Community Engagement activities and initiatives.**

**Clerk's Notes:** Discussion on this item began at 5:06 p.m. Mr. Ivan Davila, Director of Communications & Community Engagement and Isela Guerra, Community Outreach Supervisor presented on the Community Outreach Pilot. They explained that the goal is to increase use of clinical services in sites with low utilization rates in priority areas including Colony Park, Hornsby Bend, and Southeast Travis County. They discussed how the strategy they are using to reach this goal is utilizing Community Health Workers. They also gave a breakdown of how long contracted community health workers have been helping in this effort, the number of people they have reached, the number of referrals, and the number of Way to Wellness Workshops they have helped with. Finally, they discussed next steps, which include a proposal to hire community outreach specialists in-house, work with CommUnityCare to establish a process to make clinical appointments on behalf of residents in priority areas, work with the Eligibility Department to train community outreach specialists to submit MAP/MAP BASIC applications on behalf of residents in priority areas, and as utilization rates are deemed appropriate, shift focus to health promotions to improve health outcomes by priority area.

No action was taken on Item 5

**6. Confirm the next regular Strategic Planning Committee meeting date, time, and location.**

**Clerk's Notes:** Discussion on this item began at 5:29 p.m.

Chairperson Bell announced that the next Central Health Board of Managers Strategic Planning Committee meeting will be March 11, 2020.

Manager Valadez moved that the Committee adjourn.

Manager Jones seconded the motion.

Chairperson Bell	For
Manager Valadez	For
Manager Museitif	Absent
Manager Jones	For

The meeting was adjourned at 5:29 p.m.

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Charles Bell, Chairperson  
Central Health Strategic Planning Committee



# CENTRAL HEALTH

**CENTRAL HEALTH BOARD OF MANAGERS  
STRATEGIC PLANNING COMMITTEE**

**March 11, 2020**

## **AGENDA ITEM 2**

Review and discuss St. David's Foundation's newly formed Community Health Coalition comprised of funders that have convened to promote joint planning and alignment of initiatives addressing social determinants of health in Central Texas.



**CENTRAL  
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**CENTRAL HEALTH BOARD OF MANAGERS  
STRATEGIC PLANNING COMMITTEE**

**March 11, 2020**

**AGENDA ITEM 3**

Discuss an update on Communications and Community Engagement activities and initiatives.





## MEMORANDUM

**To:** Central Health Board of Managers Strategic Planning Committee  
**CC:** Mike Geeslin, President and CEO, Central Health  
**From:** Ted Burton, VP Communications  
**Date:** March 11, 2020  
**Re:** Naming system and branding initiative

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### BACKGROUND

In January 2018, an independent consultant – Germane Solutions – released a performance review of Central Health, offering a third-party perspective on the strengths and weaknesses of the healthcare district, as compared to peer organizations in Texas and select regions in the United States. The performance review found there is confusion amongst the public regarding how the Central Health Enterprise works together, and the value it brings to the community.

In the spring of 2019, Central Health Communications began an initiative to understand community and stakeholder perceptions of the Enterprise, and create strategic, researched-based naming system options that would lessen confusion among constituents and better connect the Enterprise affiliates for patients, partners, community members and employees.

Following months of research and testing, we are approaching the final stage of the Central Health Enterprise naming and branding initiative. To date we have completed:

- Peer research
- Stakeholder interviews
- Creative brief development
- Name architecture concepting
- Perception and awareness survey
- Focus groups
- Creative development for names and logos

To date, Central Health communications and Belmont Icehouse, the consultant assisting with this project, have met with the Central Health Strategic Planning Committee (MIKE CAN YOU CHECK HOW MANY TIMES – I THINK 3), executives and board members at CommUnityCare, as well as Enterprise Communications Working Group.

### ACTION

At this time, we are asking the Board of Managers Strategic Planning Committee to provide feedback on the two design options and direction on the next steps. We do anticipate returning to the CommUnityCare Board of Directors to offer an opportunity for additional feedback before presenting a final recommended design to the full Board of Managers for implementation. At that time, we also anticipate providing more information on the implementation plan.

Thank you for your consideration.



# CENTRAL HEALTH

BRANDING INITIATIVE  
3.11.20

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## Work to Date

- Peer Research
- Stakeholder Interviews
- Creative Brief Development
- Name Architecture Concepting
- Perception and Awareness Survey
- Focus Groups
- Creative Development (Logos)



# Texas A&M University



# Baylor Scott & White

before



after



# NYC Health

before



after



## Stakeholder Interviews

Understand the perceptions and awareness of our stakeholders regarding the Enterprise.

- Performed 24 interviews with executives, board members, community members and patients
- English and Spanish
- In-person, over the phone or written depending on the participants preference and availability
- Some key takeaways:
  - Most stakeholders agree that while Central Health is improving the health of the community; there is confusion within Travis County of how the affiliates work together.
  - Stakeholders are generally open to a name change in order to improve transparency and create a more consistent and efficient way to connect people to care and coverage.

## Online Survey (July)

Travis County residents, 18 and older, representative of demographics (U.S. Census).

- **General awareness - CommUnityCare 35%; MAP 27%; Central Health 14%**
- **Current patients - CommUnityCare 76%; MAP 61%; Central Health 33%**
- **Favorability toward organizations - MAP 85%; CommUnityCare 82%; Central Health 80%; Sendero 70%**
- **Included brand awareness of other well known, regional health care brands, including St. David's Healthcare 82%; Seton 79%; and Planned Parenthood 78%**



## Focus Groups (September)

- English, Spanish, and bilingual
- Most participants supported a name change – CommUnityCare was preferred
- Key Takeaways:
  - Consistent with the Quantitative survey, current patients had higher awareness of, and interaction with, the Central Health Enterprise than non-patients.
  - Consistent with the Germane Solutions report, all groups (including employees) felt that the community is confused surrounding the Enterprise as a whole, how the organizations work together and what is offered.
  - CommUnityCare had significantly higher awareness and interaction level than Central Health, and participants felt a stronger affinity to the organization due to their interaction and understanding of what the organization provides for them and the community.
  - All 5 groups gravitated to CommUnityCare of Travis County/CommUnityCare Health Centers, as they liked the use of Community and felt that it created the best cohesion.
  - There were mixed emotions towards the inclusion of “Travis” or “Travis County,” with the Spanish-speaking groups having a more negative feeling towards it as it felt exclusive and could limit future care.

Current Logo Family



# LOGO EXPLORATION

Design 1



Design 2



Design 1  
Central Health Endorsed Brand



Design 2  
Community Care Branded House



## Next Steps

- **Present to CommUnityCare and Sendero Boards and Executives**
- **Enterprise Staff Survey**
- **Decision on Naming System**
- **Implementation Planning**

# Sample Implementation Checklist

## GENERAL OPERATIONS

Business Cards  
Letterhead  
Fax Cover Sheet  
Invoice Template  
Business Envelopes  
Labels  
Thank You Cards  
Thank You Card Envelopes  
Notepads  
Telephone Greetings/Messages  
Memo Template  
Building Signage (Internal & External)  
Vehicle Signage  
Uniforms/Required Apparel  
Promotional Items  
Name Badges

## MARKETING COMMUNICATIONS

Website (Internet, Intranet, Analytics)  
SEO  
Social Media Accounts  
Collateral  
Ad Campaigns  
Public Relations Tools  
Internal Communications  
Tradeshow/Activation Materials

## HUMAN RESOURCES

Employee Handbook  
Job Descriptions  
Training Materials  
Recruitment Materials  
Benefit Booklet  
Employment Agreements  
Welcome Letter

## BEHIND THE SCENES

DBA  
Secretary of State  
Licenses and Permits  
Post Office  
Email Host  
Utilities Accounts (Gas, Electric, Phone)  
IRS  
Local Organizations (Chamber, BBB)  
Employer Identification Number  
Banking Information





# CENTRAL HEALTH

**CENTRAL HEALTH BOARD OF MANAGERS  
THE STRATEGIC PLANNING COMMITTEE**

**March 11, 2020**

## **AGENDA ITEM 4**

Receive a report from the Eastern Crescent Subcommittee on the Subcommittee's scope of work, geographic focus, and forthcoming reports and data that will be used to inform the work of the Subcommittee.



**CENTRAL  
HEALTH**

**CENTRAL HEALTH BOARD OF MANAGERS  
THE STRATEGIC PLANNING COMMITTEE**

**March 11, 2020**

**AGENDA ITEM 5**

Confirm the next Strategic Planning Committee meeting date, time, and location.