



# 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.

## **STRATEGIC PLANNING COMMITTEE MEETING**

**Wednesday, May 12, 2021 1:00 p.m.**

### **Via toll-free videoconference<sup>1</sup>**

Members of the public may observe and participate in the meeting by using the Ring Central meeting link below (copy and paste into your web browser):

<https://meetings.ringcentral.com/j/1454955119?pwd=Y29CMkILNmNJdjhLVHRwbGJlbFQwUT09>

Password: 856487

Or to participate by telephone only:

Dial: (888) 501-0031

Meeting ID: 145 495 5119

A member of the public who wishes to make comments during the **Public Communication** portion of the meeting must properly register with Central Health **no later than 11:30 a.m. on May 12, 2021**. Registration can be completed in one of two ways:

- Complete the virtual sign-in form at <https://www.centralhealth.net/meeting-sign-up/>, or
- Call 512-978-9190. Please leave a voice message with your full name and your request to comment via telephone at the meeting.

### **PUBLIC COMMUNICATION**

Public Communication will be conducted in the same manner as it has been conducted at in-person meetings, including setting a fixed amount of time for a person to speak and limiting Board responses to public inquiries, if any, to statements of specific factual information or existing policy.

### **COMMITTEE AGENDA<sup>2</sup>**

1. Review and approve the minutes of the April 14, 2021 meeting of the Strategic Planning Committee. (*Action Item*)

2. Receive and discuss an update on Fiscal Year 2021 strategic priorities and Fiscal Year 2022 proposed strategic and operational priorities. (*Informational Item*)
3. Confirm the next Strategic Planning Committee meeting date, time, and location. (*Informational Item*)

**<sup>1</sup> By Emergency Executive Order of the Governor issued March 16, 2020, Central Health may hold a videoconference meeting with no Board members present at a physical meeting location.**

**<sup>2</sup> Agenda item numbers are assigned for ease of reference only and do not necessarily reflect the order of their consideration by the Committee.**

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 or participate via videoconference 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 or view 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.

Cualquier persona con una discapacidad que planea asistir o ver esta reunión y requiera ayudas o servicios auxiliares debe notificar a Central Health con la mayor anticipación posible de la reunión, pero no menos de dos días de anticipación, para que se puedan hacer los arreglos apropiados. Se debe notificar al Gerente de Gobierno de la Junta por teléfono al (512) 978-8049.



**CENTRAL  
HEALTH**

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

**March 12, 2021**

**AGENDA ITEM 1**

Review and approve the minutes of the April 14, 2021 meeting of the Strategic Planning Committee.

MINUTES OF MEETING –APRIL 14, 2021  
CENTRAL HEALTH  
STRATEGIC PLANNING COMMITTEE

On Wednesday, April 14, 2021, a meeting of the Central Health Strategic Planning Committee convened in open session at 1:00 p.m. remotely by toll-free videoconference. Clerk for the meeting was Briana Yanes.

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**Committee members present via video and audio:** Chair Bell, Manager Brinson (arrived at 1:04 p.m.), Manager Motwani, and Manager Valadez.

**Board members present via audio and or video:** Manager Greenberg

**Absent:** Manager Jones

**PUBLIC COMMUNICATION**

**Clerk’s Notes:** Public Communication began at 1:40 p.m. Ivan Davila introduced one speaker for Public Communication.

Members of the Board heard from: Paul Saldana

**COMMITTEE AGENDA**

1. **Review and approve the minutes of the March 10, 2021 meeting of the Strategic Planning Committee.**

**Clerk’s Notes:** Discussion on this item began at 1:04 p.m.

Manager Valadez moved that the Committee approve the minutes of the March 10, 2021 meeting of the Strategic Planning Committee.

Manager Motwani seconded the motion.

Chairperson Bell	For
Manager Brinson	For
Manager Jones	Absent
Manager Motwani	For
Manager Valadez	For

2. **Receive an update from the Central Health Equity Policy Council’s Pandemic Equity Committee.**

**Clerk’s Notes:** Discussion on this item began at 1:04 p.m. Ms. Megan Cermak, Director of Public Health Strategy, Policy, and Disaster Response, presented on the Central Health Equity Policy Council’s Pandemic Equity Committee. Ms. Cermak gave a brief overview of the Central Health Equity Policy Council. She noted that the Pandemic Equity Committee was formed in December 2020 in an effort to bring local solutions to state and national problems. This presentation included an introduction discussing how the COVID-19 pandemic has highlighted the inequities that People of Color and other marginalized populations experience daily and how the Committee would like to partner on opportunities to center re-entry/recovery and disaster planning and response on equity. Ms. Cermak discussed the process of doing this, which included interviewing those from the front lines and Community Health Workers, taking recommendations from community coalitions, and using data from individuals such as Epidemiologists from Austin Public Health and the Department of State Health Services. Ms. Cermak noted that all of the Committee’s recommendations are housed under three umbrellas, which are disaster preparedness,

disaster response, and post disaster healing; she discussed each thoroughly. Lastly, she discussed next steps, which include having follow-up meetings with elected officials; prioritization and recognition for actions taken; submitting findings and recommendations to City Council and County Commissioner's Court; and gathering support from community based organizations, community coalitions, and commissions.

No motion necessary.

**3. Receive an update on the FY2021 Systems Planning Priority related to dialysis.**

**Clerk's Notes:** Discussion on this item began at 1:46 p.m. Ms. Megan Clark, Services Delivery Operations Manager; Mr. Frank Preketes, Project Manager Senior; and Ms. Jessie Patton-Levine, Senior Epidemiologist, presented on the Central Health Transitional Dialysis Program. The presentation included a timeline to show how long they have been working towards this goal. They included some background information on the services that patients currently have access to under Nephrology Care. They discussed the current state of Dialysis for patients. Ms. Clark noted that in Texas, the only method for undocumented individuals who are uninsured to receive dialysis is through the emergency room. She also noted that it is not a MAP benefit and that those individuals also must utilize the emergency room for treatment. Mr. Preketes explained the transition of coverage, which is how they get patients into a program that covers their needs. The presentation also included the quality and psychosocial impacts that individuals endure relying only on emergency rooms. Ms. Patton-Levine discussed a chronic kidney disease (CKD) and end-stage renal disease (ESRD) patient dashboard, which will allow anyone who is working with this program to have the ability to make real time decisions and see which individuals have ESRD or what stage of CKD they are in. Ms. Clark discussed the components of the Dialysis Program, which include dialysis, vascular access, case management, and transportation. Lastly, they shared potential partnerships for dialysis services and dialysis physician management.

No motion necessary.

**4. Receive an update on the Central Health dashboards associated with service level reporting for Fiscal Year 2021.**

**Clerk's Notes:** Discussion on this item began at 2:18 p.m. Chair Bell announced that there was no presentation on this item and that relevant information was provided in the backup, but Central Health staff would be available for questions.

No motion necessary.

**5. Receive an update from staff regarding COVID-19 responses.**

**Clerk's Notes:** Discussion on this item began at 2:21 p.m. Ms. Megan Cermak, Director of Public Health Strategy, Policy, and Disaster Response; Mr. Ted Burton, VP of Communications; Mr. Ivan Davila, Director of Communications and Community Engagement; Ms. Isela Guerra, Community Outreach Supervisor; and Ms. Anastassia Sims, Multimedia Content Specialist, presented on COVID-19 responses. The presentation included a look at community transmission and hospitalizations, communications and community outreach updates, an overview of the Equity Enhancement Payment Program, and a brief business continuity plan update. Lastly, the presentation also included a look at mass vaccination hubs, clinic sites, and mobile efforts.

No motion necessary.

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

Manager Valadez moved that the Committee adjourn.

Manager Motwani seconded the motion.

Chairperson Bell	For
Manager Brinson	For
Manager Jones	Absent
Manager Motwani	For
Manager Valadez	For

The meeting was adjourned at 3:08 p.m.

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Charles Bell, Chairperson  
Central Health Strategic Planning Committee

ATTESTED TO BY:

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Cynthia Valadez, Secretary  
Central Health Board of Managers



# CENTRAL HEALTH

CENTRAL HEALTH BOARD OF MANAGERS  
STRATEGIC PLANNING COMMITTEE

**May 12, 2021**

## **AGENDA ITEM 2**

Receive and discuss an update on Fiscal Year 2021 strategic priorities and Fiscal Year 2022 proposed strategic and operational priorities.



**AGENDA ITEM SUBMISSION FORM**

This form is to provide a general overview of the agenda item in advance of posting for the Board meeting. Proposed motion language is a recommendation only and not final until the meeting and may be changed by the Board Manager making the motion. All information in this form is subject to the Public Information Act.

Agenda Item Meeting Date 5/12/2021

Who will present the agenda item? (Name, Title) Mike Geeslin, Monica Crowley, Alan Schalscha, Jon Morgan, Ted Burton, Stephanie McDonald, Megan Cermak, Sarita Clark-Leach, Cynthia Gallegos, Megan Clark, Kit Abney-Spelce, John Clark, Veronica Buitron-Camacho (Maybe a couple more)

General Item Description Update on FY21 Strategic Priorities and FY22 Proposed Strategic & Operational Priorities

Is this an informational or action item? Informational

Fiscal Impact Part of Budget Resolution Development

Recommended Motion (if needed – action item) No

Key takeaways about agenda item, and/or feedback sought from the Board of Managers:

- 1) Quick review of Central Health Board information and decision-making processes  
These are both annual and multi-year and include the external performance review and strategic planning processes
- 2) Central Health has made significant progress on the FY21 Budget Resolution Strategic Priorities  
Central Health through the first phases of the Systems Planning work has identified proposed FY22 Strategic Priorities for health care delivery
- 3) Management will also discuss framework related to FY22 Operational Objectives

What backup will be provided, or will this be a verbal update? (Backup is due one week before the meeting.) PowerPoint Presentation

Estimated time needed for presentation & questions? 80-90 minutes

Is closed session recommended? (Consult with attorneys.) No

Form Prepared By/Date Submitted: Monica Crowley/ May 4, 2021



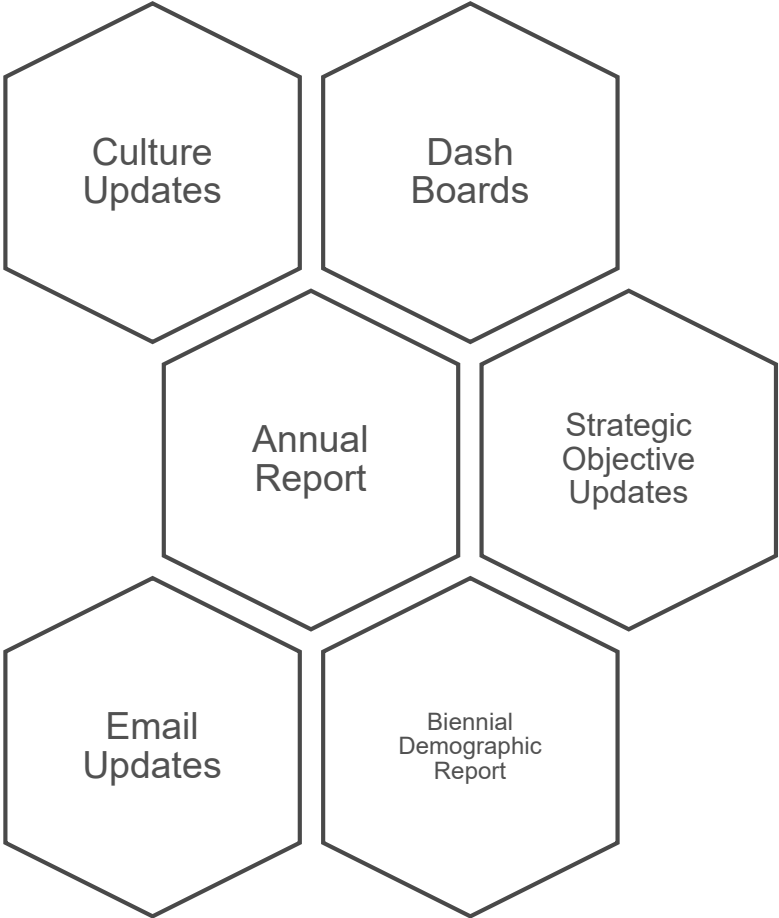
# UPDATE ON FY 2021 PRIORITIES & FY 2022 PROPOSED PRIORITIES

CENTRAL HEALTH PLANNING COMMITTEE

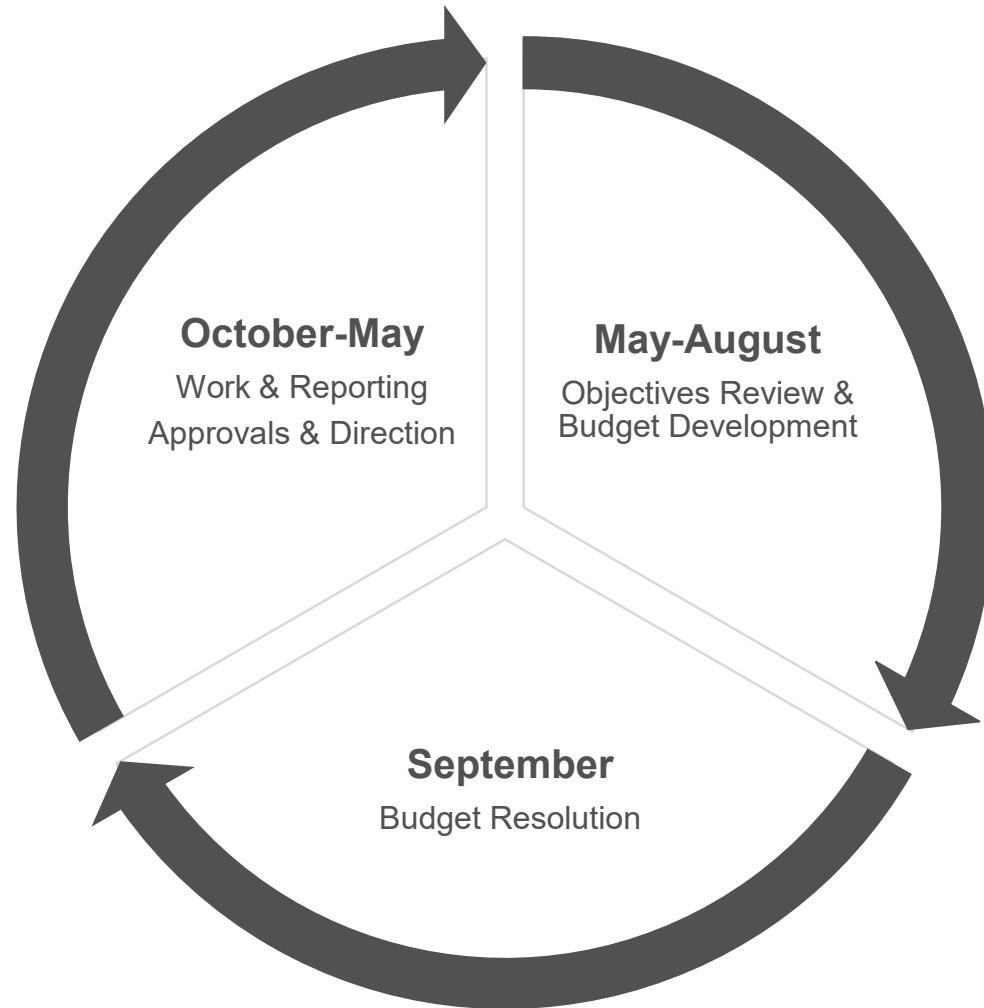
May 12, 2021

Kit Abney Spelce, Veronica Buitron-Camacho, Ted Burton, Megan Cermak,  
John Clark, Sarita Clark-Leach, Monica Crowley, Cynthia Gallegos, Mike  
Geeslin, Rachel Hardegree, Jonathan Morgan, Alan Schalscha

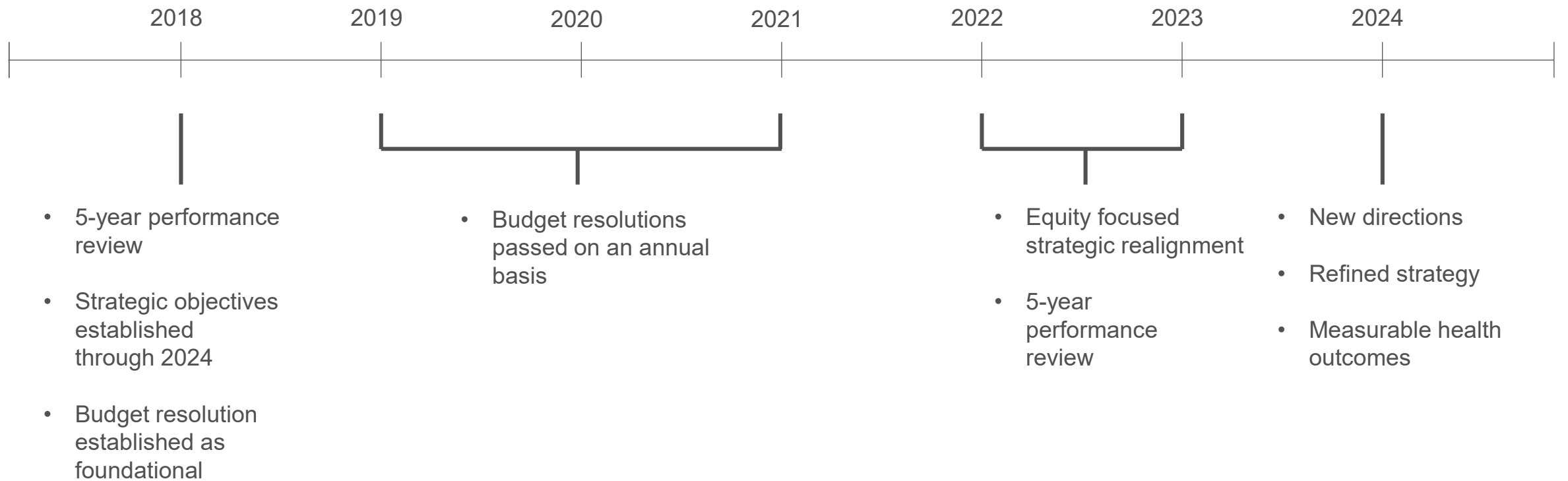
# BOARD KNOWLEDGE



# ANNUAL CYCLE



# STRATEGIC TIMELINE



# STRATEGIC PLAN FY2019 - 2024

## BOARD DEFINED OBJECTIVES

- Develop and execute health care delivery strategy based on people and place
- Implement patient-focused and coordinated health care system
- Implement sustainable financial model for health care delivery and system strategies through FY2024



# ADOPTED STRATEGIC PRIORITIES FY 2021

## **Objective 1: Develop and execute health care delivery based on people and place**

- Eastern Travis County site expansions
- HUB program and procurement
- Central Health recruitment strategies
- Equity and inclusion task force
- Pandemic response

## **Objective 2: Implement patient-focused and coordinated health care system**

- Systems-based planning and health equity
- Specialty care access
- Call center
- Epic – electronic health record +
- Telemedicine and virtual care
- Case management and outreach

## **Objective 3: Sustainable financial model for health care delivery**

- Hospital payment model
- Brackenridge/downtown campus



# EASTERN TRAVIS COUNTY

## Hornsby Bend Health & Wellness Center

- Comprehensive Primary Care
- Integrated Behavioral Health
- Limited Pharmacy (Class D)
- Telehealth for select specialty services



## Del Valle Health & Wellness Center

- Comprehensive Primary Care
- Integrated Behavioral Health
- Dental: adult/pediatrics
- Retail Pharmacy (Class A)
- Telehealth for select specialty services



# PANDEMIC RESPONSE: FUNDING & PROGRAMMATIC SUPPORT

- **Testing hub in Southeast Travis County**
- **10,000 extra flu vaccines**
- **Contact tracing and MyChart Enrollment**
- **Vaccine support**
  - Transition Burleson site
  - Staff support at R-Z and COTA
  - Pilot Delco
- **PPE campaign**
  - 20,500 PPE kits = 100,000 masks and 30,000 hand sanitizers





# PANDEMIC RESPONSE: ENGAGEMENT, OUTREACH & MEDIA

## Engagement & Outreach

- Virtual community meetings
- Bi-weekly partner calls (coordinated outreach)
- Town Hall series (partnerships with Black/Latino faith communities)
- Drive-thru events (i.e. PPE distribution, back-to-school)
- Weekly stakeholder e-mails
- Facebook group outreach
- Partner outreach (e.g. message amplification)
- MAP member calls
- Outreach to businesses, faith-based centers, multi-family housing
- Vaccine registration for people with no internet access

## Paid Media

*Approximately \$320,000 (hard costs) invested in:*

- Digital ads, search engine marketing (SEO), radio, social ads, postcards (direct mail)
- Five postcards mailed to approximately 38,000 MAP households (total approx. 190,000 cards)
- 30 million+ impressions
- 108,000+ engagements

## Earned & Social Media

- 75 videos
- 45 Press releases
- 324 Media mentions
- Paid media value equivalency: \$11 million



# FY 2021 STRATEGIC OBJECTIVES: EPIC IMPLEMENTATION

## Team collaboration

- Months of build ahead of launch
- Data conversion
- Majority of patient data already available
- Go live – March 27<sup>th</sup>
- Trained 1,000+ end users



# FY 2021 STRATEGIC OBJECTIVES: ELIGIBILITY SERVICES

## **Central Health Customer Service Center**

- Transitioned Eligibility Call Center to Central Health
- Eligibility and enrollment specialists answer all calls
- 800-1,000 applications completed by the Call Center are mailed to Central Health each month

## **Apply4MAP.net / InscibaseaMAP.net**

- Transitioned to virtual operations including an online English/Spanish application
- ~2,000 applications a month are submitted online
- Developing an online application that integrates with the Eligibility database

## **In-person appointments resumed April 5, 2021**

- Northeast Health Resource Center
- Southeast Health and Wellness – individuals experiencing homelessness



# FY 2021 STRATEGIC OBJECTIVES: SPECIALTY CARE ACCESS

## **IRIS Camera Expansion**

- 9 additional camera
- 15 total clinics

## **Surgical Podiatry**

- Expecting go live of June 2021 at DSMC
- Collaborating with CUC on behavioral health support for amputees
- Continuing work to expand to ASC for surgical podiatry with aim to go live in August 2021
- 2<sup>nd</sup> Podiatrist hired and began Monday

## **Endocrinology**

- Expanded access to insulin pumps and continuous glucose monitors
- 2<sup>nd</sup> Endocrinologist hired and starting August 2021

## **Cardiology Expansion**

## **Dialysis**



# FY 2021 STRATEGIC OBJECTIVES: MEDICAL MANAGEMENT EXPANSION

## Addition of 11 New Staff Onboard & Trained

- 5 Health Management Liaisons (HML)
- 2 Social Workers
- 2 Registered Nurses
- 1 Resource Eligibility Social Worker
- 1 Manager of Medical Management
- CHW orientation program launched

## Additional Outreach

- Onsite at two additional Ascension Seton Facilities and virtually for St. David's hospitals.
- Special Populations Team to address congestive heart failure and end stage renal disease
- Post-acute SNF transitions



# Equity-Based Systems Planning Prioritization Timeline



System Current State and Benchmarking work to evaluate Central Health's system and other high-functioning systems across the country to identify our service gaps.

## Phase I

(Jul 2020 – Dec 2020)

**System Current State Assessment**



Utilize various subject matter experts to evaluate identified gaps, disparities, and respective initiatives. Short-term initiative business cases submitted for approval.

## Phase II

(Jan 2021 – Jun 2021)

**Internal Evaluation of Priorities and Initiatives**



Engage consultant to conduct needs assessment of service gaps and assist gathering community input. Implementation of short-term initiatives.

## Phase III

(Jul 2021 – Dec 2021)

**Board Approval of Strategic Services Delivery Plan**



Medium- and long-term implementation plan including operation and financial details

## Phase IV

(Jan 2022 – Sep 2022)

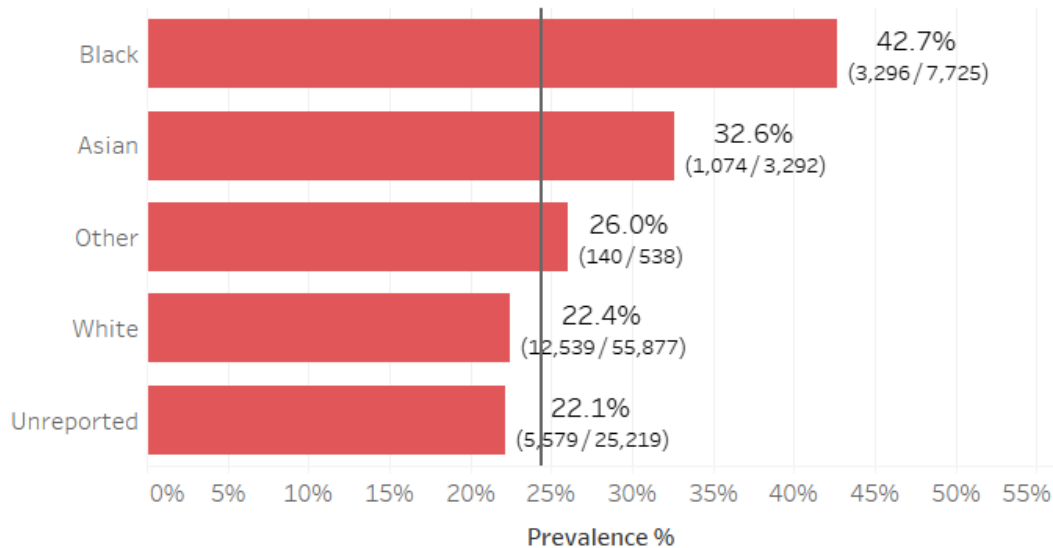
**Strategic Implementation**



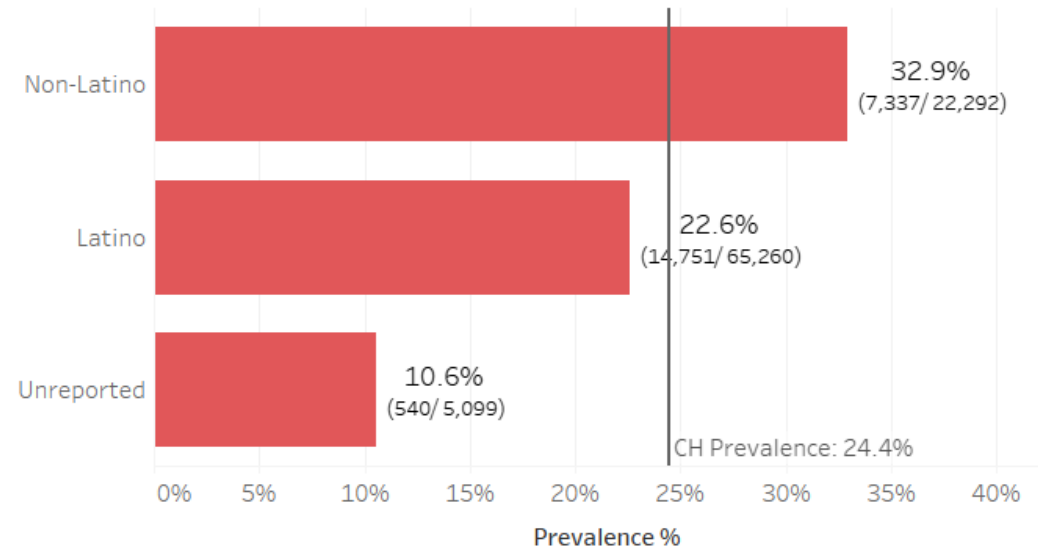
# FY 2021 STRATEGIC OBJECTIVES: DISPARITY IDENTIFICATION

## HYPERTENSION: OVERALL POPULATION RATE – 24.42%

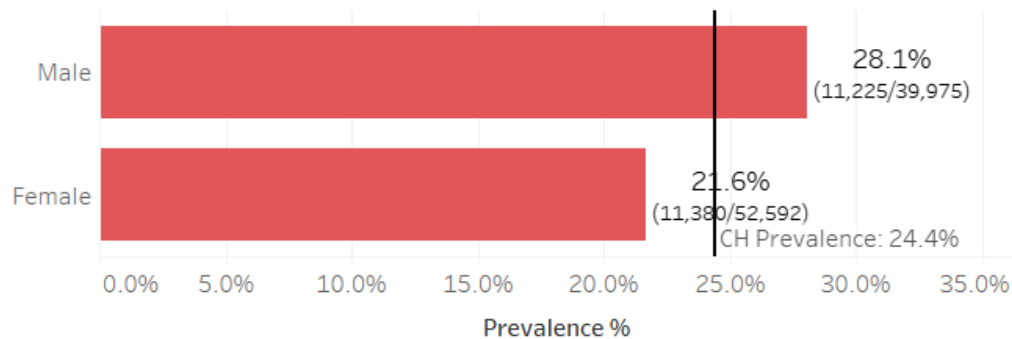
By Race, FY2020



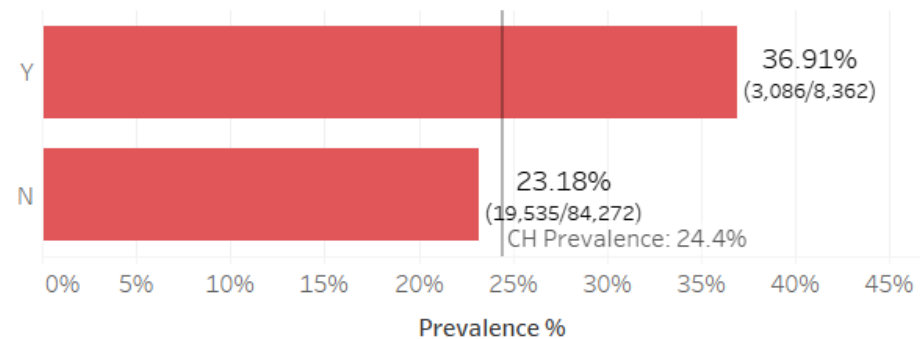
By Ethnicity, FY2020



By Gender, FY2020



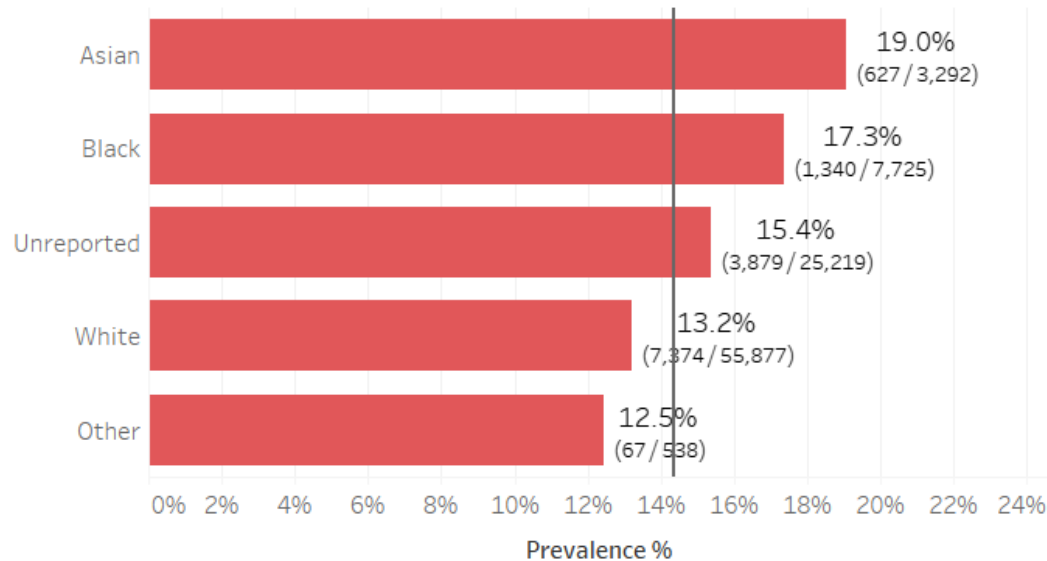
By Homeless Status, FY2020



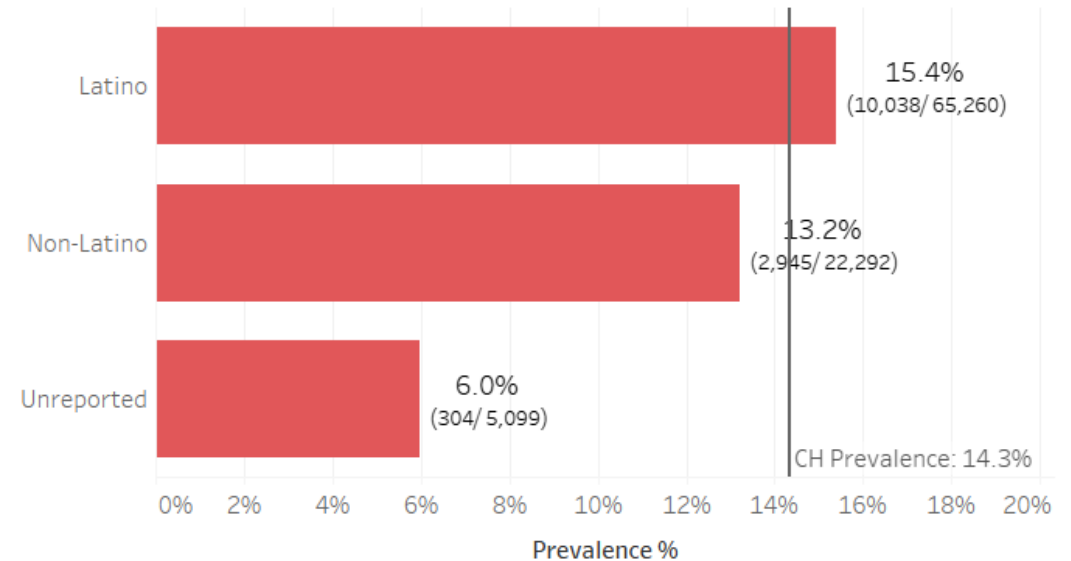
# FY 2021 STRATEGIC OBJECTIVES: DISPARITY IDENTIFICATION

## DIABETES: OVERALL POPULATION RATE – 14.34%

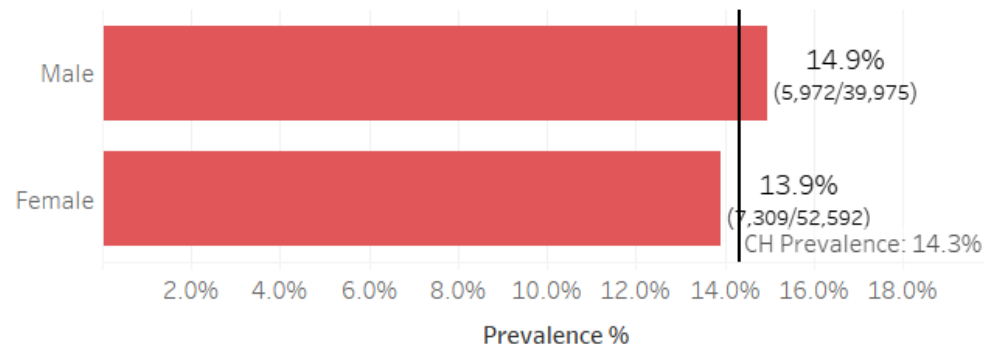
By Race, FY2020



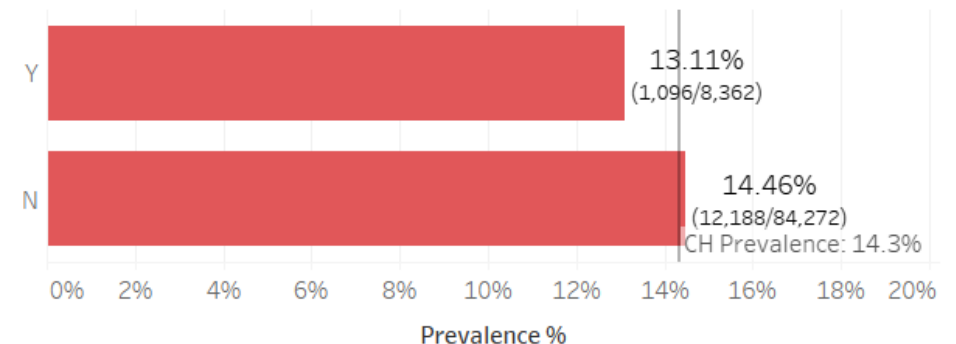
By Ethnicity, FY2020



By Gender, FY2020

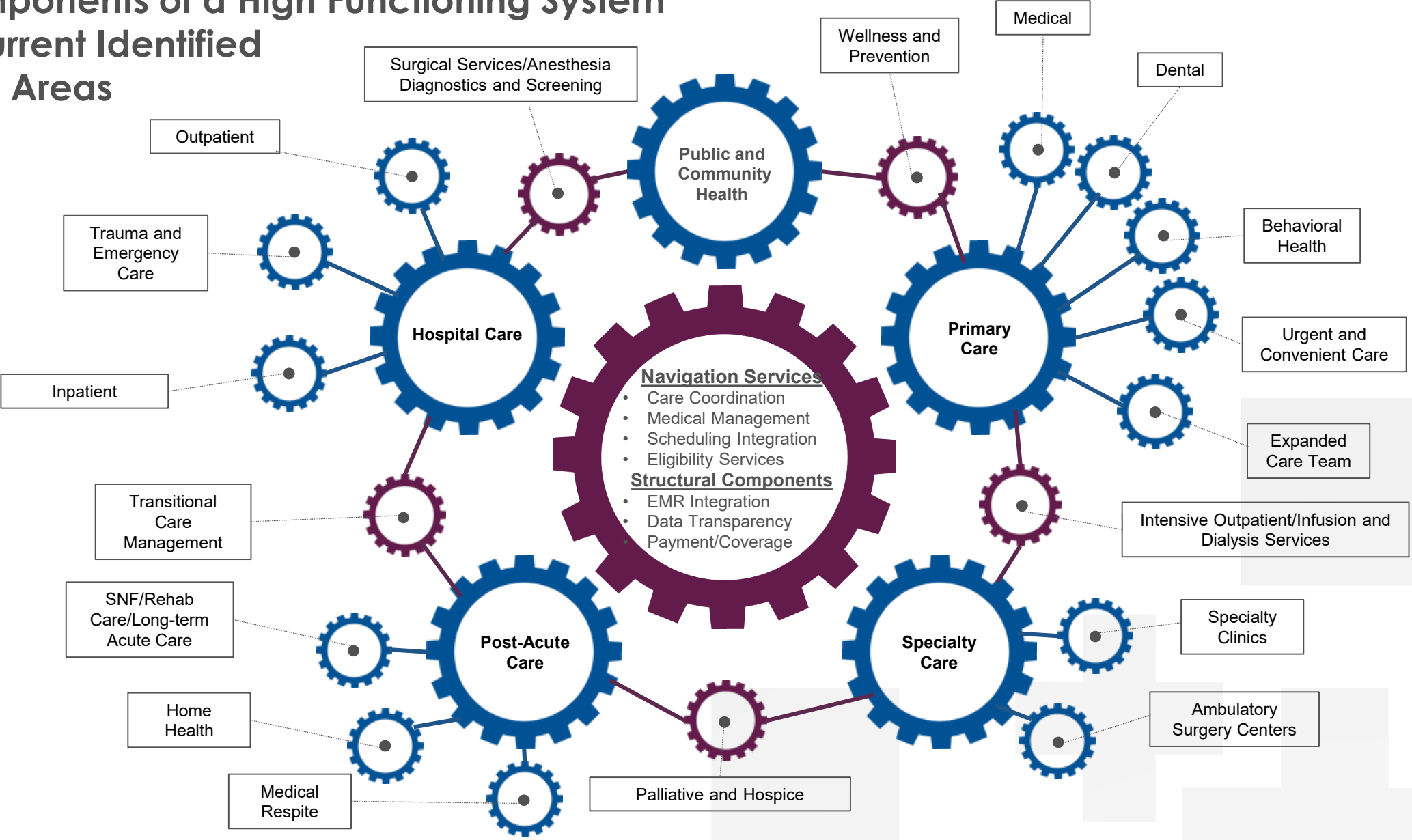


By Homeless Status, FY2020





# Components of a High Functioning System & Current Identified Gap Areas



# PROPOSED STRATEGIC PRIORITIES: FY 2022

## **Objective 1: Develop and execute health care delivery based on people and place**

- **Eastern Travis County Site expansions**
  - Hornsby Bend
  - Del Valle
  - Colony Park

## **Objective 3: Sustainable financial model for health care delivery**

- Ensure sustainable hospital service funding model that provides measurable timely access and high-quality care
- Ensure long term efficiency in land use
  - Brackenridge/Downtown Campus
  - Administration consolidation

## **Objective 2: Implement patient-focused and coordinated health care system**

Systems-Based Planning & Health Equity - Phase III and IV

- Strategic services plan
- Operational implementation plan
- Operational financial plan

Systems-Based Planning & Health Equity - Immediate Service Delivery Focus Areas

- Specialty care access
- Health care for the homeless
- Behavioral health
- Substance use disorder
- Clinical and patient education
- Transitions of care



# PROPOSED ORGANIZATIONAL EXCELLENCE PRIORITIES: FY 2022

- **Building culture of equity**
  - Equity and Inclusion Task Force
  - Implement HUB disparity study
  - HR Recruitment, Pathways & Training
- **Expanded compliance program**
- **Focus on change management and cross-organizational alignment**
- **Operational strategies for critical areas; e.g., facilities, technology, administration, etc.**



# NEXT STEPS

- **June 9: Strategic Planning Committee – deeper dives on priorities**
- **June 17: Community Conversation on proposed priorities**
- **August: Strategic Planning Committee – deeper dives on priorities**
- **September: Budget Resolution adopted**





**CENTRAL  
HEALTH**

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

**May 12, 2021**

**AGENDA ITEM 3**

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