



## 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.

## **BOARD MEETING**

**July 15, 2020**

## **CONSENT AGENDA ITEM 1**

Approve the minutes of the Central Health Board of Managers' April 22 and June 24, 2020 regular meetings and June 25, 2020 Special Called meeting.

MINUTES OF MEETING – APRIL 22, 2020  
CENTRAL HEALTH  
BOARD OF MANAGERS

On Wednesday, April 22, 2020, a meeting of the Central Health Board of Managers convened in open session at 5:30 p.m. remotely by toll-free videoconference and telephone. Clerk for the meeting was Briana Yanes.

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**Board of Managers present via audio and video:** Chairperson Greenberg, Vice Chairperson Bell, Treasurer Oliver, Secretary Valadez, Manager Jones, Manager Museitif, Manager Zamora, and Manager Zuniga.

**Board of Managers present via audio only:**

**Managers Absent:** Manager Aiken

**PUBLIC HEARING**

**Clerk's Notes:** At 5:31 p.m., Chairperson Greenberg convened the open session of the Board of Managers meeting. Ms. Katie Coburn, Director of Regional Healthcare Partnerships, presented on the LPPF mandatory payment rate. Ms. Coburn explained that the current rate for FY20 is 2.38% and is intended to generate \$76 million and that the proposed amendment increases FY 20 rate to 4.17% would generate approximately \$133 million. Ms. Coburn let Managers know that additional funds are needed to provide local funds for the Uniform Hospital Rate Increase Program (UHRIP).

Public Communication began at 5:31 p.m, Ivan Davila introduced 2 speaker(s) to testify at the hearing.

Members of the Board heard from: Geronimo Rodriguez and Renee Nicole Rayne.

**PUBLIC COMMUNICATION**

**Clerk's Notes:** Public Communication began at 5:38 p.m, Ivan Davila announced that there were no speakers signed up for Public Communication.

**REGULAR AGENDA**

- 1. Discuss and take appropriate action on the proposed amended mandatory payment rate to be assessed on institutional healthcare providers during fiscal year 2020 in connection with the local healthcare provider participation program in Travis County.**

**Clerk's Notes:** Discussion on this item began at 5:41 p.m. Ms. Katie Coburn, Director of Regional Healthcare Partnerships, and Mr. Jeff Knodel, Chief Financial Officer, presented on the LPPF mandatory payment rate. The presentation included an explanation of the LPPF mandatory payment rate, reasons why the rate needs to be amended, and a look at the hospital-proposed payment rate of 4.17%. The item was recalled at 7:48 p.m.

Manager Museitif moved that the Board postpone consideration of agenda item 1 until April 29, 2020.

Manager Valadez seconded the motion.

Chairperson Sherri Greenberg

For

Vice Chairperson Charles Bell	For
Treasurer Julie Oliver	For
Secretary Cynthia Valadez	For
Manager Abigail Aiken	Absent
Manager Shannon Jones	For
Manager Maram Museitif	For
Manager Guadalupe Zamora	For
Manager Julie Zuniga	For

2. **Receive and discuss a briefing on the Central Health Enterprise’s responses to the current COVID-19 pandemic, including: response activities pursuant to local, state, and federal guidelines and orders; current and potential fiscal issues affecting the Central Health Enterprise; available sources of reimbursement; and clinical and testing site operational status and challenges.**

**Clerk’s Notes:** Discussion on this item began at 5:57 p.m. Mr. Mike Geeslin, President & CEO, summarized the status of Central Health operations under the continuity of operations plan. Ms. Kit Abney-Spelce, Senior Director of Eligibility Services, gave an update on the applications for the Medical Assistance Program (MAP) and MAP Basic coverage and highlighted the soft launch of the online application and pending documents website from last week. Mr. Ted Burton, VP of Communications, presented the COVID-19 outreach efforts undertaken by Central Health Communications staff. Ms. Sarita Clark-Leach, Director of Analytics and Reporting, gave a presentation on the trends in confirmed cases of COVID-19, including race and ethnicity observations and zip codes with highest total confirmed cases. Mr. Jeff Knodel, Chief Financial Officer, presented on COVID-19 federal funding highlights, COVID-19 financial update, and COVID-19 financial challenges for FY 2021. Dr. Jaeson Fournier, CommUnityCare Chief Executive Officer, Ms. Yvonne Camarena, CommUnityCare Chief Operating Officer, and Ms. Joy Sloan, CommUnityCare Chief Financial Officer, summarized the testing undertaken by the CommUnityCare staff, the reopening of clinics, and managing personal protective equipment.

No motion necessary.

3. **Discuss and take appropriate action on a request by Sendero Health Plans, Inc. to modify Amended and Restated Debenture No. 1.**

**Clerk’s Notes:** Discussion on this item began at 7:29 p.m. Mr. Jeff Knodel, Chief Financial Officer, presented on this item. Mr. Knodel explained that Central Health staff requests approval to amend terms of the Sendero Surplus Debenture approved by the Central Health Board of Managers on December 18, 2019. The requested amendment will revise the floor that triggers repayment of the Debenture from a rolling three-year average of 500% risk-based capital (RBC) to three consecutive years of 500%.

Manager Bell moved that the Board amend the motion previously adopted related to the First Amendment of the Sendero Surplus Debenture, which was made by the Central Health Board of Managers on December 18, 2019, by revising the definition of “Surplus Floor” so that repayment of the Debenture is triggered when risk-based capital (RBC) is at 500% of RBC for three consecutive years.

Manager Valadez seconded the motion.

Chairperson Sherri Greenberg	For
Vice Chairperson Charles Bell	For
Treasurer Julie Oliver	For
Secretary Cynthia Valadez	For
Manager Abigail Aiken	Absent
Manager Shannon Jones	For
Manager Maram Museitif	For

Manager Guadalupe Zamora	For
Manager Julie Zuniga	For

**5. Discuss and take appropriate action on a contract with Perkins Coie, LLP for legal services in an amount not to exceed \$375,000.**

**Clerk's Notes:** Discussion on this item began at 7:34 p.m. Ms. Monica Crowley, Chief Strategy and Planning Officer, presented on this item. Ms. Crowley explained that Central Health staff is requesting that the Board of Managers authorize the President and CEO to contract with Perkins Coie, LLP for legal services in an amount not to exceed \$375,000 in order to allow Zubin Khambatta to continue his representation of Central Health under his new employer.

Manager Museitif moved that the Board deem employment of additional private legal counsel necessary for matters related to the Medicaid Disproportionate Share Hospital Program and 1115 Medicaid Waiver, the Travis County Local Provider Participation Fund, and negotiation of agreements with Ascension Texas, and other matters as assigned by Central Health, and authorize the President and CEO to execute a contract with Perkins Coie LLP for legal services in an amount not to exceed \$375,000.

Manager Valadez seconded the motion.

Chairperson Sherri Greenberg	For
Vice Chairperson Charles Bell	For
Treasurer Julie Oliver	For
Secretary Cynthia Valadez	For
Manager Abigail Aiken	Absent
Manager Shannon Jones	For
Manager Maram Museitif	For
Manager Guadalupe Zamora	For
Manager Julie Zuniga	For

**6. Receive an update on the annual performance evaluation of the Central Health President & CEO.**

**Clerk's Notes:** Discussion on this item began at 7:38 p.m. Ms. Susan Willars, VP of Human Resources, presented on this item. The presentation included a timeline with the process for evaluation completion.

No motion necessary.

**4. Discuss and take appropriate action on Central Health owned or occupied real property and potential property for acquisition or lease, including delegating authority to execute contracts for such property to the President & CEO.**

**Clerk's Notes:** Discussion on this item began at 7:46 p.m.

Manager Valadez moved that the Board delegate to the President & CEO the authority to negotiate and execute contracts to purchase land for clinical expansion projects in Eastern Travis County, including but not limited to Colony Park, on the following conditions:

- The purchase price must be less than or equal to Fair Market Value;
- The purchases must be reported at the next Budget & Finance Meeting or Board of Managers meeting, whichever is sooner to occur; and
- The purchases must be approved by the Travis County Commissioners Court in accordance with Texas Health & Safety Code Section 281.050.

Manager Valadez further moved that the purchases be effectuated as soon as possible in order to evidence the Board's commitment to the residents of those areas.

Manager Oliver seconded the motion.

Chairperson Sherri Greenberg	For
Vice Chairperson Charles Bell	For
Treasurer Julie Oliver	For
Secretary Cynthia Valadez	For
Manager Abigail Aiken	Absent
Manager Shannon Jones	For
Manager Maram Museitif	For
Manager Guadalupe Zamora	For
Manager Julie Zuniga	For

**7. Confirm the next regular Board meeting date, time, and location.**

Chairperson Greenberg announced that the next Central Health Board of Managers meeting will be held on Wednesday, April 29, 2020, at 5:30 p.m. or remotely by Toll-free Videoconference and Telephone.

Manager Valadez moved that the meeting adjourn.

Manager Museitif seconded the motion.

Chairperson Sherri Greenberg	For
Vice Chairperson Charles Bell	For
Treasurer Julie Oliver	For
Secretary Cynthia Valadez	For
Manager Abigail Aiken	Absent
Manager Shannon Jones	For
Manager Maram Museitif	For
Manager Guadalupe Zamora	For
Manager Julie Zuniga	For

The meeting was adjourned at 7:50 p.m.

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Sherri Greenberg, Chairperson  
Central Health Board of Managers

ATTESTED TO BY:

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Cynthia Valadez, Secretary  
Central Health Board of Managers

MINUTES OF MEETING – JUNE 24, 2020  
CENTRAL HEALTH  
BOARD OF MANAGERS

On Wednesday, June 24, 2020, a meeting of the Central Health Board of Managers convened in open session at 5:35 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:** Chairperson Greenberg, Vice Chairperson Bell, Treasurer Oliver, Secretary Valadez, Manager Jones, Manager Museitif, and Manager Zamora

**Absent:** Manager Aiken, Manager Zuniga

**PUBLIC COMMUNICATION**

**Clerk's Notes:** Public Communication began at 5:36 p.m. Ivan Davila introduced one speaker for Public Communication.

Members of the Board heard from Susan Dawson, a citizen of Travis County.

**CONSENT AGENDA**

- C1. Accept a report of the May 2020 financial statements for Central Health as recommended by the Budget and Finance Committee.**
- C2. Accept a report of the May 2020 financial statements for the Community Care Collaborative as recommended by the Budget and Finance Committee.**
- C3. Approve the execution of a lease agreement for the Eligibility Call Center as recommended by the Budget and Finance Committee.**
- C4. Receive and ratify Central Health Investments for February, March, and April 2020.**
- C5. Receive the Quarterly Investment Report.**
- C6. Approve the minutes of the Central Health Board of Managers' February 26, March 25, and May 27, 2020 regular meetings; April 29 and May 6, 2020 Special Called meetings; and April 16, 2020 Emergency meeting.**

**Clerk's Notes:** Discussion on these items began at 5:42 p.m.

Manager Valadez moved that that the Board approve Consent Agenda items C1 through C6.

Manager Oliver seconded the motion.

Chairperson Sherri Greenberg	For
Vice Chairperson Charles Bell	For
Treasurer Julie Oliver	For
Secretary Cynthia Valadez	For
Manager Abigail Aiken	Absent
Manager Shannon Jones	For

Manager Maram Museitif  
Manager Guadalupe Zamora  
Manager Julie Zuniga

For  
For  
Absent

### **REGULAR AGENDA**

- 1. Consider and take appropriate action on a complaint made against the Central Health President & CEO pursuant to Central Health's Complaint Resolution Policy for Employees Who Report Directly to the President & CEO.**

**Clerk's Notes:** Discussion on this item began at 6:27 p.m.

At 6:28 p.m. Chairperson Greenberg announced that the Committee was convening in closed session to discuss agenda item 1 under Texas Government Code §551.071 Consultation with Attorney and §551.074 Personnel Matters.

At 11:10 p.m. the Board returned to open session.

No action was taken on this item.

- 2. Receive an update on the Central Health President and CEO's performance evaluation tool for the period of June 2020 - May 2021.**

**Clerk's Notes:** Discussion on this item began at 5:45 p.m. Ms. Susan Willars, VP of Human Resources, discussed that she is continuing her research and expects to have the new evaluation tool back before the Board by August.

No motion necessary.

- 3. Receive and discuss updates on the 1115 Medicaid Waiver, Delivery System Reform Incentive Payment (DSRIP) projects, the Community Care Collaborative, including healthcare delivery arrangements and other community partnerships.**

Item 3 was not discussed.

- 4. Receive and discuss updates on the Central Health Enterprise's responses to the current COVID-19 pandemic, including: changes in healthcare and administrative operations, coordination with local disaster response efforts, data from CommUnityCare testing sites, and related fiscal issues.**

**Clerk's Notes:** Discussion on this item began at 5:46 p.m. Mr. Mike Geeslin, President & CEO, summarized the status of Central Health operations under the continuity of the operations plan. Mr. Ted Burton, VP of Communications, presented on the outreach efforts undertaken by Central Health Communications staff. Ms. Kit Abney-Spelce, Senior Director of Eligibility Services, gave an update on the applications for the Medical Assistance Program (MAP) and MAP Basic coverage. Ms. Sarita Clark-Leach, Director of Analytics and Reporting, gave a presentation on the trends of hospitalizations due to COVID-1 and on new cases in Travis County from March 16-June 22. Dr. Jaeson Fournier, CommUnityCare Chief Executive Officer, summarized the testing undertaken by CommUnityCare staff, including testing locations, numbers of tests performed, and schedules for testing.

No motion necessary.

- 5. Confirm the next regular Board meeting date, time, and location.**

**Clerk's Notes:** Discussion on this item began at 11:16 p.m.

Manager Valadez moved that the meeting be adjourned

Manager Oliver seconded the motion.

Chairperson Sherri Greenberg	For
Vice Chairperson Charles Bell	For
Treasurer Julie Oliver	For
Secretary Cynthia Valadez	For
Manager Abigail Aiken	Absent
Manager Shannon Jones	For
Manager Maram Museitif	For
Manager Guadalupe Zamora	For
Manager Julie Zuniga	Absent

The meeting was adjourned at 11:17 p.m.

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Sherri Greenberg, Chairperson  
Central Health Board of Managers

ATTESTED TO BY:

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Cynthia Valadez, Secretary  
Central Health Board of Managers



MINUTES OF MEETING – JUNE 25, 2020  
CENTRAL HEALTH  
SPECIAL CALLED MEETING  
BOARD OF MANAGERS

On Thursday, June 25, 2020, a special called meeting of the Central Health Board of Managers convened in open session at 5:35 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:** Chairperson Greenberg, Vice Chairperson Bell, Treasurer Oliver, Secretary Valadez, Manager Jones, Manager Museitif, Manager Zamora, and Manager Zuniga

**Absent:** Manager Aiken

**PUBLIC COMMUNICATION**

**Clerk's Notes:** Public Communication began at 5:36 p.m. Anais Cruz introduced 2 speaker(s) for Public Communication.

Richard Franklin and Sara Black both signed up to speak. Neither was able to connect to the meeting to present their comments. Staff agreed to reach out to the commenters to attempt to get them connected to the meeting, or to obtain written comments.

**AGENDA**

- 1. Consider and take appropriate action on a complaint made against the President & CEO pursuant to Central Health's Complaint Resolution Policy for Employees Who Report Directly to the CEO.**

**Clerk's Notes:** Discussion on this item began at 5:42 p.m.

At 5:43 p.m. Chairperson Greenberg announced that the Committee was convening in closed session to discuss agenda item 1 under Texas Government Code §551.071 Consultation with Attorney, and §551.074 Personnel Matters.

At 9:35 p.m. the Board returned to open session.

Manager Bell moved that the Board sustain the President & CEO's decision with respect to Mr. Wallace's termination, subject to any mediation that the Board has directed the Travis County Attorney's office to explore, and on the condition that any options or remedies discussed in mediation be presented and approved by the Board.

Manager Zuniga seconded the motion.

Chairperson Sherri Greenberg	For
Vice Chairperson Charles Bell	For
Treasurer Julie Oliver	Abstain
Secretary Cynthia Valadez	Abstain
Manager Abigail Aiken	Absent
Manager Shannon Jones	Against
Manager Maram Museitif	Absent
Manager Guadalupe Zamora	For
Manager Julie Zuniga	For

Manager Oliver moved that the meeting be adjourned.

Manager Bell seconded the motion.

The meeting was adjourned at 9:37 p.m.

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Sherri Greenberg, Chairperson  
Central Health Board of Managers

ATTESTED TO BY:

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Cynthia Valadez, Secretary  
Central Health Board of Managers



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## BOARD MEETING

July 15, 2020

## CONSENT AGENDA ITEM 2

Approve delegation of authority to the President & CEO to execute a contract to purchase furniture, fixtures, and equipment for the new Eligibility Call Center.



**MEMORANDUM**

**To:** Central Health Board of Managers  
**From:** Jon Morgan, Chief Operating Officer  
Kit Abney Spelce Sr. Director of Eligibility Services  
**CC:** Mike Geeslin, President & CEO  
Lisa Owens, Deputy Chief Financial Officer  
Jeff Knodel, Chief Financial Officer  
**Date:** July 15, 2020  
**Re:** Agenda Item C2: Discuss and take appropriate action on the purchase of furniture for the Central Health Eligibility Call Center from McCoy Rockford Commercial Interiors.  
**ACTION ITEM**

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**Overview:**

In July 2019, United Way of Central Texas notified Central Health of their desire to discontinue serving as Central Health's Eligibility Call Center vendor effective September 30, 2020 in order to focus on new organizational strategic priorities.

In furtherance of this effort, the Central Health Board of Managers approved a lease agreement on June 24, 2020 for space at the Atrium Office Centre to house the new Central Health Eligibility Call Center.

Central Health staff are now requesting approval to purchase related furniture, fixtures and equipment for the new Eligibility Call Center that exceeds the CEO's delegated approval authority for a single purchase. This purchase includes office furniture, call center cubicles, conference room furniture, chairs, wall-mounted white boards, shelving and cabinetry for supply storage and breakroom areas and all costs associated with delivery, labor and materials required for installation.

This purchase supports the operational timeline previously presented to the Board of Managers that is necessary for a go-live for the new call center on October 1, 2020. The newly leased space will initially house 17 employees including new call center staff, the existing Eligibility Business Process Team and Eligibility Services department leadership. The space will accommodate up to 14 additional staff members as we consolidate administrative locations, continue building virtual and telephonic enrollment capabilities, and embed face-to-face eligibility services at locations offering clinical services.

**Synopsis:**

Furniture will be purchased through the Texas SmartBuy Membership Program, the new name for the State of Texas Cooperative (CO-OP) Purchasing Program, or other similar state purchasing cooperatives. As a service from the Texas Comptroller's office, the state purchasing cooperatives promote the best value and a competitive solicitation process for the services needed and encourages state contract usage at the local level. Purchasing through a cooperative portal verifies the pricing and quality and ensures that the products purchased are included in a specific cooperative program.

McCoy Rockford is an approved vendor of the Texas SmartBuy Program and also provided the furniture for the existing CommUnityCare and Central Health offices located at the Atrium Office Centre. The furniture will match the existing furniture, allowing for pieces to be used together in future locations.

**Action Requested:**

We request that the Central Health Board of Managers approve the purchase of furniture in the amount of \$155,640 from McCoy Rockford Commercial Interiors for the Central Health Eligibility Call Center.

**Fiscal Impact:**

The FY20 fiscal impact of this furniture, fixtures and equipment purchase is \$155,640. This one-time cost will be a capitalized expense. Central Health has budgeted capital reserves that are sufficient for this purchase.



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## **BOARD MEETING**

**July 15, 2020**

## **CONSENT AGENDA ITEM 3**

Receive and accept the June 2020 financial statements for Central Health and the Community Care Collaborative.



## CENTRAL HEALTH

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## **BOARD MEETING**

**July 15, 2020**

## **REGULAR AGENDA ITEM 1**

Discuss and take appropriate action on the appointment of a new Central Health Compliance Officer, as nominated by the President and CEO, pursuant to Central Health Compliance Policy CMP-003.



MEMORANDUM

**To:** Central Health Board of Managers  
**From:** Mike Geeslin, President and CEO  
**CC:** Monica Crowley, Chief Strategy & Planning Officer & Sr. Counsel  
**Date:** July 15, 2020  
**Re:** Agenda Item 1: Approve the appointment of McKenzie Frazier as the Central Health Compliance Officer – *ACTION ITEM*

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**Overview:**

Central Health implemented its Compliance Program on May 28, 2010. An effective Central Health Compliance Program demonstrates stewardship, supports the fulfilment of our mission and vision, and protects Central Health by detecting and preventing improper conduct and promoting adherence to the organization's legal, regulatory and ethical obligations. As part of the Compliance Program, Central Health adopted policies and procedures, which address the elements of an effective Compliance Program, including the creation and appointment of a Compliance Officer. Pursuant to Central Health policy, the President and CEO nominates, and the Board of Managers appoints an individual to serve as the Compliance Officer. Monica Crowley, Chief Strategy & Planning Officer & Senior Counsel, was appointed by the Board to serve as Interim Compliance Officer in December of 2019.

**Synopsis:**

*Function and Responsibility of the Compliance Officer*

The function of the Compliance Officer is to be responsible for oversight, monitoring and operation of the Compliance Program. Additionally, the Compliance Officer is responsible for providing reports on program progress and activities to the Board of Managers and the Central Health President and CEO, as necessary.

Additional responsibilities include, but are not limited to the following:

- Review of Central Health contracted vendors to facilitate informed disclosure regarding potential conflict or duality of interest;
- Maintenance of Central Health Compliance Policies and Procedures to ensure they are regularly reviewed for relevancy with Central Health business operations, accuracy with current regulations, and clarity in language;
- Conducts compliance and ethics training and education for employees and Board of Managers;
- Investigates, in coordination with Human Resources and Legal Counsel, when necessary, any reported compliance violations, reported either directly to the Compliance Officer, senior leadership, or via the Central Health anonymous Compliance and Ethics Help Line;





- Facilitates organizational compliance risk assessment to strategically identify potential risks and thereby inform the development of annual auditing and monitoring work plans, as well as enhancement of organizational policies and procedures;
- Conducts auditing and monitoring activities to proactively identify and resolve identified violations; and
- Serves as a compliance resource for employees and Board of Managers to address any regulatory, policy, or other compliance and ethics questions and concerns.

*Nomination and Appointment*

Mike Geeslin, President and CEO of Central Health nominates McKenzie Frazier as Central Health's Compliance Officer. Mr. Frazier joined Central Health on July 6, 2020. He comes to Central Health with more than 18 years of experience working with health plans and joint federal and state health care and programs, including more than 15 years of experience in developing, maintaining, and overseeing effective compliance, internal audit and special investigation programs. He has the professional background and experience to fulfill this appointment.

The continued enhancement and integration of the Compliance Program will require this level of experience and expertise. Throughout his career, Mr. Frazier has focused on identifying strengths and weaknesses for compliance program oversight, evaluating compliance with regulatory and contractual requirements, determining appropriate processes for risk reduction and educating staff and providers, and this expertise will allow him to fulfill the responsibilities of the Compliance Officer and further improve Central Health's Compliance Program. His resume is attached for review.

**Action Requested:**

Approve the appointment of McKenzie Frazier as Compliance Officer for Central Health to replace Monica Crowley, effective July 15, 2020.

# McKenzie Frazier, M.H.S.A., CFE, CPCO

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## EDUCATION:

<i>Aug. 2020</i>	<i>Master (M.L.S.) of Legal Studies in Healthcare Law The University of Oklahoma Norman, OK</i>
Conferred Dec. 2008	Master (M.H.S.A.) of Health Services Administration Mississippi College Clinton, MS
Conferred May 2006	Bachelor (B.S.B.A.) of Science in Business Administration The University of Southern Mississippi Hattiesburg, MS
Conferred May 2004	Associate (A.A.) of Arts in Business Administration Jones County Junior College Ellisville, MS

## CERTIFICATIONS:

- Certified Fraud Examiner (CFE) - Member # 590220 – Effective 12/16/2010
- Certified Professional Compliance Officer (CPCO) – Member # 01293396 – Effective 01/18/2014
- Certified in Healthcare Privacy Compliance (CHPC) – (Currently Pursuing Certification)

## CAREER SUMMARY:

A forward-thinking and solutions-driven Compliance professional with successful experience overseeing the daily corporate regulatory compliance functions. Solid knowledge of but not limited to ERISA, PPACA, Sarbanes–Oxley Act of 2002 (SOX), Knox-Keene Health Care Service Plan Act, Generally Accepted Government Auditing Standards, Code of Federal Regulations (CFR), and the General Data Protection Regulation (GDPR). Recognized for being both proactive to developments in the regulatory and governance environment and proactive in areas related to compliance education and training. Highly adept in identifying gaps and/or risk exposure in operations as well as developing and implementing strong systems of checks and balances. Extensive knowledge of industry trends, existing legislation, and government policies. Polished communicator who interacts effectively with government officials, industry groups, and cross-functional teams in a matrixed environment. Knowledge of SOC1/2/3 compliance, internal controls, including IT controls, and reporting.

## PROFESSIONAL EXPERIENCE:

**Since 2020**      **People’s Community Clinic**  
Department: Executive

**Senior Director, Compliance & Privacy Officer**  
Austin, Texas  
February 2020

Reporting to the President and Chief Executive Officer of The People’s – North Clinic, and The Center for Women’s Health and Prenatal Care.

### Responsibilities:

- Overseeing the review, planning, implementation, and operation of an effective compliance and privacy program.
- Serving as the Privacy Officer.
- Leading efforts to ensure the Clinics operate in accordance with all governmental regulations and guidelines, including those for Federally Qualified Community Health Centers (FQHCs).

- Serving as Risk Manager to oversee and coordinate all risk management activities in accordance with all 330 Health Center Program requirements as defined by HRSA, Federal Tort Claims Act, and professional liability insurance carrier requirements.
- Providing direction and management of the compliance Hotline.
- Instituting and maintaining an effective compliance communication program for the organization, including promotions (1) use of the Compliance Hotline, and (2) heightened awareness of the Standards of Conduct.
- Chairs the Compliance Committee and Risk Management Committee.
- Developing and overseeing all auditing and monitoring plans for evaluating the performance of the risk management program and related activities to identify risks and initiate appropriate steps to improve effectiveness and mitigate risks.
- Responsible for quarterly and periodic reports to the Board of Directors.
- Overseeing the policy management system, including ownership, updates, attestations, and the process for creating new policies and procedures.
- Consulting with general counsel as needed to resolve complex legal compliance, risk management, and privacy issues.
- Providing senior leadership with current information and counsel related to laws, regulations, and grant requirements that concern compliance, risk management, and privacy.
- Overseeing the Clinics' Pharmacy program.
- Managing direct reports to include directing personnel actions: recruiting, new hire actions, interviewing and selection of new staff, salary determinations, and personnel evaluations.

**2018 to 2020**     **MAP Health Management, LLC**

Department: Executive

**Vice President, Corporate Compliance and Quality & Senior Compliance Officer**

Austin, Texas

March 2018 – January 2020

Reported to the President and Chief Executive Officer of MAP Health Management, LLC, and divisions: MAP Care Solutions, LLC, and MAP Revenue Cycle, LLC.

Responsibilities:

- Implemented, oversaw, and evaluated the Corporate Compliance and Quality Program by independently and objectively reviewing and evaluating compliance and quality concerns within the organization.
- Collaborated with the Chief Revenue Cycle Officer, Senior Counsel and Ethics Officer, Senior Information Security Officer, and IT Operations/Risk Manager on the development and execution of the enterprise risk management and internal audit program.
- Advised Executive Leadership, and the Board of Directors on emerging compliance and ethics issues and acted as a consultant/guide in the establishment of controls to mitigate risks.
- Provided regular reporting to Executive Leadership, and the Board of Directors on trends, risks, and progress of compliance efforts.
- Served as the compliance advisor to the CFO and business unit leaders by monitoring applicable rules and regulations and informing the functional leaders of needed modifications to existing practices to meet compliance obligations.
- Served as the compliance advisor to the Product Development team to ensure existing practices and product creations met compliance and regulatory obligations.
- Developed, initiated, maintained, and revised organizational policies and procedures for the quality program and compliance program, and its related activities to prevent illegal, unethical, or improper conduct.
- Served as Privacy Officer responsible for all privacy oversight functions; including investigation and resolution. Also, was responsible for reviewing all Business Associate Agreements (BAAs) prior to execution.
- Co-Lead performance audits for the following IT compliance areas: SSAE18/SOC2, PCI-DSS, HITRUST, NIST and other framework audits.

- Instituted and maintained an effective compliance communication program for the organization, including promoting (a) use of the Compliance Hotline; (b) heightened awareness of Standards of Conduct, and (c) understanding of new and existing compliance issues and related policies and procedures.
- Implemented, supervised, and maintained the integrity of the Compliance Hotline by ensuring that reports were appropriately logged, investigated, tracked and resolved in a timely manner.
- Worked with Corporate Learning and Development as appropriate to develop and manage an effective compliance training program, including appropriate introductory training for new employees and others as well as ongoing annual training for all employees and others.
- Managed departmental budget and performance matrices.
- Leading the procurement with all compliance related vendors.
- Supervised professional staff, to include directing personnel actions: recruiting, new hire actions, interviewing and selection of new staff, salary determinations, and personnel evaluations.
- Implemented appropriate programs to prevent, monitor and detect fraud, waste, and abuse.

Recognition:

- In May 2019, with a robust Sanctions Screening Program, prevented one (2) potential employees from being hired, and one (1) vendor from being contracted due to all being excluded from participation in federal healthcare programs.

**2011 to 2018 Beacon Health Options (formerly ValueOptions, Inc.)**

Department: Legal/Compliance

**National Director, Corporate Compliance**

Cypress, California

January 2015 – March 2018

Matrix reported to the Assistant VP of Corporate Compliance for State compliance oversight, and reported to the Chief Compliance Officer for National compliance oversight.

Responsibilities:

- Implemented, oversaw, and evaluated the Corporate Compliance Program, and all related activities at the Engagement Center (State) level, and the National level.
- Communicated with regulatory authorities.
- Served as the Corporate Medicaid Subject Matter Expert, and supervised the Director of Corporate Medicaid Compliance.
- Served as the State specific National Privacy liaison responsible for all related privacy oversight functions; including investigation and joint resolution and reporting to National Privacy the proposed resolution for review.
- Led accreditation activities (e.g., NCQA, URAC, etc.) related to regulatory compliance functions.
- Develop and presented National Corporate Compliance related trainings. Wrote technical editorials.
- Assisted in the creation, modification and, implementation of policies, procedures, methods and systems required for National Compliance.
- Provided technical assistance to staff seeking guidance on Medicaid and ERISA compliance.
- Managed departmental budget and performance matrices.
- Served as back-up to the AVP of Program Integrity to monitor Ethics Hotline for compliance issues and possible ethical wrongdoing.
- Oversaw the Vendor Management Oversight Program.
- Assisted with all Corporate audits, investigations, and reviews.
- Leading the procurement with all compliance related vendors.
- Managed departmental budget and performance matrices.
- Supervised professional staff, to include directing personnel actions: recruiting, new hire actions, interviewing and selection of new staff, salary determinations, and personnel evaluations.
- Served as the Director of Compliance for ValueOptions of California a subsidiary of Beacon Health Options responsible for all regulatory Filings and Reporting.

## Recognition:

- Served simultaneously as Compliance Director from 2015 – 2018 for 3 of 5 of Beacon's corporate partnerships/ventures.
- Served as the Corporate Compliance SME/Researcher for Prompt Pay Interest Rates for the Organization.
- Assisted in the corporate harmonization of Compliance/Legal Departments after the merger of Beacon Health Strategies and ValueOptions to form Beacon Health Options.

**Director, Compliance & Program Integrity**

Dallas, Texas

April 2012 – January 2015

Reported to the Assistant VP of Compliance & Program Integrity for State compliance and program integrity oversight.

## Responsibilities:

- Implemented, oversaw, and evaluated the Compliance/Program Integrity Program, and all related activities at the Texas Engagement Center.
- Communicated with regulatory authorities.
- Supervised the Contract Specialist for Texas responsible for all contract deliverables and corporate contract compliance.
- Wrote technical editorials for network provider education.
- Served as the local Texas Privacy liaison responsible for all related privacy oversight functions; including investigation and joint resolution and reporting to National Privacy the proposed resolution for review.
- Operated as the primary resource and contact for all fraud, waste, and abuse investigation and prevention, provider monitoring and audit related activities.
- Prepared detailed audit reports of all findings, discussed the findings with HHSC-OIG and other state and/or federal agencies, as required, and provided recommendations for correcting unsatisfactory conditions, improved operations, and reduced costs.
- Supervised the oversight and follow-up of network provider Corrective Action Plans (CAPs), and disputes as a result of audit findings.
- Evaluated the adequacy, effectiveness, and completeness of internal controls and the assigned Engagement Center's operating policies & procedures; including recommending and implementing appropriate changes to operating policies and procedures relative to such internal controls.
- Developed and presented compliance and fraud prevention awareness training sessions to local staff and network providers on a routine basis.
- Assisted Operations with pharmaceutical program compliance. Managed departmental budget and performance matrices.
- Served as the Subject Matter Expert for regulatory oversight related to Engagement Centers in Texas, Arkansas, Florida, and other states as needed.
- Supervised on-site and remote full-time equivalent auditors/investigators that performed Special Investigation Unit (SIU) functions.
- Leading the procurement with all compliance related vendors.
- Supervised professional staff, to include directing personnel actions: recruiting, new hire actions, interviewing and selection of new staff, salary determinations, and personnel evaluations.

## Recognition:

- Received the "Outstanding Achievement Award" in October 2013 in recognition of the ability to help and guide fellow workers and Providers towards a Culture of Compliance.

**Manager, Compliance**

Dallas, Texas

October 2011 – April 2012

## Responsibilities:

- Implemented, oversaw, and evaluated the Compliance/Program Integrity Program, and all related activities at the Texas Engagement Center.
- Communicated with regulatory authorities.
- Served as the Contract Manager for Texas responsible for all contract deliverables and corporate contract compliance.
- Served as the local Texas Privacy liaison responsible for all related privacy oversight functions; including investigation and joint resolution and reporting to National Privacy the proposed resolution for review.
- Developed and presented compliance and fraud prevention awareness training sessions to local staff and network providers on a routine basis.
- Supervised on-site and remote part-time and full-time equivalent compliance specialist that performed contract compliance.
- Supervised professional staff, to include directing personnel actions: recruiting, new hire actions, interviewing and selection of new staff, salary determinations, and personnel evaluations.

**2010 to 2010****Department of the Treasury, Internal Revenue Service (IRS)**

Department: Wage and Investment Division

**Tax Examiner (Seasonal)**

Austin, Texas

January 2010 – May 2010

## Responsibilities:

- Examined any tax return(s) to ensure the applicant is listed on the tax return, and the tax return indicates a tax reporting or filing requirement.
- Identified duplicate applications.
- Examined Forms W-7 to determine if the applicant had completed all required fields.
- Monitored for known tax schemes.
- Safeguarded and handled appropriately all classified government records, and national security information.

**2009 to 2011****Office of Inspector General (OIG); Texas Health and Human Services Commission**

Department: Medicaid/CHIP Audit

**Senior Auditor (Auditor IV)**

Austin, Texas

January 2009 – October 2011

Reported to the Audit Division Chief/Audit Manager.

## Responsibilities:

- Performed complex auditing work for the OIG's Medicaid/CHIP Audit Unit.
- Performed work under general direction with generous latitude for the use of initiative and independent judgment.
- Reviewed audit planning documents and assisted in the development of the audit programs and questionnaires.
- Performed fieldwork, documented results, developed results and accurate conclusions, and recommendations.
- Prepared working papers, supervised the work of others.
- Supervised full time equivalent auditors that performed GAGAS and IT audits.
- Supervised professional staff, to include directing personnel actions: recruiting, new hire actions, interviewing and selection of new staff, salary determinations, and personnel evaluations.

**2007 to 2009 Office of the Governor; Mississippi Division of Medicaid**

Department: Bureau of Third-Party Recovery

**Accountant/Auditor (Project Leader)**

Jackson, Mississippi

June 2007 – January 2009

Reported to the Branch Director/Accounting Manager.

## Responsibilities:

- Conducted Third Party Liability (TPL), PBM, and Performance Audits statewide.
- Wrote technical editorials for network provider education.
- Created audit reports to reveal financial audit findings, methods of analyzing financial data, and maintained account receivables.
- Acted as a consultant to agency administration and providers on Medicaid compliance
- Assisted C-Suite Executives, and Provider's office staff with compliance/program integrity issues that related to the Medicaid and when needed, Medicare.
- Conducted fraud interviews and investigations with C-Suite Executives, and Provider's office staff, and any indication of fraud or potential fraud was submitted to the Mississippi Division of Medicaid's Program Integrity Unit.
- Organized and conducted provider webinars on various topics, as needed.
- Provided guidance, assistance, and consulted with Mississippi providers to correct noncompliance issues with applicable laws, rules, and regulations to improve Provider's operational efficiency.
- Drafted and submitted audit files and reports to the Branch Director of the Provider Audit Unit for review and clarification of findings, if any, prior to final release, if needed.
- Supervised full time equivalent auditors that performed audits.

**2006 to 2007 Sanderson Farms, Inc.**

Department: Corporate Office/Human Resources

**Executive Management Trainee**

Laurel, Mississippi

May 2006 – May 2007

## Responsibilities:

- Composed and mailed interview letters for potential employees.
- Maintained personnel records and assisted with applicants and new hiring process.
- Assisted in making classification and compensation studies, surveys, and reports.
- Administered and reported on the Equal Employment Opportunity Program.
- Assisted in developing corporate training and curriculum materials. Conduct and organized department webinars on various topics, as needed.
- Provided continuous improvement by evaluating service outcomes, program costs, and maximizing the effectiveness of managed resources.
- Served as Team Lead/Supervisor while working in the Processing Plant.

**2002 to 2006 Ellisville State School**

Department: Administration

**Special Assistant to the Director**

Ellisville, Mississippi

December 2002 – May 2006

## Responsibilities:

- Assisted with the administration, coordination, and supervision of daily operations.

- Served as the Healthcare (e.g., Medicaid, Medicare, Commercial Insurance, etc.) Researcher.
- Served as Coordinator of Contact for State and Federal Audits and Reviews.
- Maintained departmental personnel files and documents within HIPAA confidentiality standards.
- Assisted in the recruitment and selection of potential employees, and the performance appraisal review and training functions for the department.
- Assisted with the hiring of new staff, to include directing personnel actions: recruiting, new hire actions, interviewing and selection of new staff, salary determinations, and personnel evaluations.
- Assisted the Clinical Director, Chief Nurse, and Director of Nursing with the development and implementation of new policies and procedures for the assigned Unit.

**SKILLS:**

Microsoft Office Ultimate, Microsoft Visio, Microsoft SharePoint Professional, Proven leadership and supervisory/guidance skills, Strong verbal and written communication skills, Strong analytical and processing abilities, Well - developed interpersonal skills with people of diverse backgrounds, Ability to work within a team structure or independently.

**PROFESSIONAL HIGHLIGHTS:**

**Strong knowledge and experience with accounting principles:** Generally Accepted Accounting Principles (GAAP), Governmental Accounting Standards Board (GASB), Financial Accounting Standards Board (FASB), Public Company Accounting Oversight Board (PCAOB). **Strong knowledge and experience with the following standards:** Generally Accepted Government Auditing Standards - The Yellow Book (GAGAS), Office of Management and Budget (OMB) Circulars (A-87, A-110, A-122, A-133), Uniform Grant Management Standards (UGMS), Code of Federal Regulations (CFR), General Data Protection Regulation (GDPR), CA Knox-Keene Health Care Service Plan Act, Sarbanes–Oxley Act of 2002 (SOX), Statement on Standards for Attestation Engagements (SSAE).

**Knowledgeable of the following Programs:** LexisNexis, Accurint, Medicaid Management Information Systems, Westlaw, TeamMate Audit Management System, Salesforce, RxClaim, and McKesson Investi-Claim – Project Manager for Implementation. **Experienced in the following:** Third Party Insurance/Commercial Insurance, Pharmacy Benefit Management (PBM), Fraud Investigations Risk Management tools, SOC1/2/3 and Healthcare Auditing, Information System (IS/IT) Auditing, Healthcare Revenue Cycle, Start-up and Merger and Acquisitions, and Request for Proposal (RFP) Strategic Planning & Competitive Bidding.





## 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.

## **BOARD MEETING**

**July 15, 2020**

## **REGULAR AGENDA ITEM 2**

Discuss Central Health owned or occupied real property and potential property for acquisition or lease, including next steps in the redevelopment of the Central Health Downtown Campus.<sup>3</sup>



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## **BOARD MEETING**

**July 15, 2020**

## **REGULAR AGENDA ITEM 3**

Receive and discuss updates on the 1115 Medicaid Waiver, Delivery System Reform Incentive Payment (DSRIP) projects, and the Community Care Collaborative, including healthcare delivery arrangements and other community partnerships.<sup>4</sup>



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## **BOARD MEETING**

**July 15, 2020**

## **REGULAR AGENDA ITEM 4**

Receive and discuss a presentation on the proposed Central Health and Community Care Collaborative Fiscal Year 2021 Budgets, including related strategic objectives; developing trends related to the COVID-19 pandemic response; current fiscal issues related to Central Health Enterprise partners CommUnity Care and Sendero Health Plans, Inc.; and Fiscal Year 2020 end-of-year estimates.



## MEMORANDUM

**To:** Budget and Finance Committee, Julie Oliver, Chair  
**CC:** Monica Crowley; Jeff Knodel; Lisa Owens  
**From:** Mike Geeslin  
**Date:** 11 June 2020  
**Re:** FY 2021 Budget Development and Funding Request Disposition

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### Overview

The purpose of this memorandum is to provide background and context to funding requests from organizations outside of Central Health. Further, this memorandum outlines a recommendation for consideration by the Board regarding the handling of such requests.

### Background & Context

Central Health provides access to care. In the current fiscal year, our access work has focused on investments in service expansions and adapting to new fiscal and operating environments. More recently, the management team has presented a systems-based approach that takes our access to care work to the next level. Our budget development work for Fiscal Year (FY) 2021 has commenced in parallel to the access work.

The development of local governments' budgets, such as Central Health, are accompanied by requests from outside organizations seeking funding. In the past, some requests have been for direct allocations to fund programs managed by an organization. Other requests have been less specific, advocating for funding categories aligned with an organization's interests.

This memo focuses on organizations' requests for Central Health to directly allocate funds to their programs. The Central Health budget process is open and welcomes all input, including how funds are expended. One issue for the Board's consideration is how to reconcile outside requests with the Board's strategic direction. Specifically, if the Board shifts to developing access to an equitable system of care, with very targeted and sizeable investments, such a shift might not be aligned with funding requests by multiple organizations with different interests. Further, taking on rigorous evaluation during a budget development season will be difficult for the Board of Managers given time and expertise constraints.

To summarize, the issues needing resolution can be distilled to the following:

1. An efficient manner in handling funding requests;
2. Equity in handling such requests within the framework of access to a system of care, rather than a reliance on a political or first-in-line means of making investments; and

3. Funding flexibility for future access to care programs that will address a prioritized health inequity, quality issue, or systems gap.

**Recommendation**

1. Create a contingency funding allocation for proven, sustainable programs that address access to care system gaps, but which may not fall under the conventional health care delivery budget items. The working title for this allocation of funding is Community Health Care Initiatives Fund.
2. Correlate an incremental increase in the property tax rate to generate a fixed funding allocation amount to fund the initiatives. Absent a final approval of a tax rate that does not contain the correlated incremental increase, the fund will not be created.
3. Draft for Board approval in the FY 2021 Budget resolution a rider that requires:
  - a. An “Alignment Document” that sets forth the elements and requirements of a business case process and establishment of evaluation criteria to be used to establish priorities and a ranking process to be approved by the Board of managers no later than March 1, 2021;
  - b. Board approval of any future investments or expenditures from the allocated funding that are consistent with the Alignment Document;
  - c. Require that elements of the Business Case include, but not be limited to:
    - Criteria for alignment with Central Health’s mission
    - Clear demonstration that the proposed services will address systems gaps or quality issues that improve access to care, including measurable impact on health inequities or disparities
    - Targeted patient or member population including income levels, ethnicity, race, or any other elements needed to understand the specifics of the intended targeted population(s)
    - Diversity of leadership and staffing
    - Projected outcomes and processes to measure and validate data sources
    - Validation of proposed business case budget requirements, including other sources of funding (both internal and external)
    - Sustainability of proposed business case beyond timeline of Central Health provided funding
    - Financial reserves and contingency planning in the event proposed initiative encounters unanticipated events

###

**TRAVIS COUNTY HEALTHCARE DISTRICT D/B/A CENTRAL HEALTH  
BOARD OF MANAGERS  
RESOLUTION ADOPTING THE FISCAL YEAR 2021 BUDGET**

The Travis County Healthcare District d/b/a Central Health Board of Managers (the “Board”) hereby adopts the Central Health Fiscal Year 2021 Budget, which:

- (i) consists of the Central Health Fiscal Year 2021 Budget Sources and Uses Summary (attached as Attachment A) and the Central Health Fiscal Year 2021 Budget Uses Detail (attached as Attachment B), both of which are incorporated herein by reference as if set out in full, and
- (ii) directs the President and CEO to give priority to work that advances access to care and aligns with the following Strategic Goals and Objectives:
  - Develop and execute health care delivery based on people and place,
  - Implement patient-focused and coordinated health care, and
  - Implement sustainable financial model for health care delivery, including optimizing the Brackenridge Campus redevelopment to fund Central Health’s Mission.

Further, the Board hereby identifies the following strategic and operational priority activities within the Fiscal Year 2021 Budget, supporting the Strategic Goals and Objectives:

- Improving access to care: Building a comprehensive and coordinated health care system – focused on creating health equity and increasing access to care –with focus to best meet the needs of the low income population served including: timely access to care and evidence based protocols that improve clinical outcomes and that ultimately results in decreased mortality and improved quality of life of those we serve. Immediate work will continue in Eastern Travis County as we plan facilities in Colony Park and Del Valle based on identified gaps in care and community input and ongoing planning in the Austin’s Colony/Hornsby Bend area.
- Supporting ongoing COVID-19 response: Ongoing and additional testing capacity will require increased funding for testing sites and staff of those sites; education and outreach for at risk MAP members in high-risk zip codes and CUC patients identified as positive; communications and public information – alignment of community messages; requirement for continuing flexibility – fiscal and personal - during a dynamic and unprecedented time.
- Enhancing clinical programming and supporting transformational operational initiatives: In order to improve the efficiency and efficacy of Central Health and its affiliates (the “Central Health Enterprise”), clinical initiatives in specialty care and other operational improvements will be prioritized. This includes work to

improve access to specialty care across prioritized service lines and streamlining processes and implementing a new in-house call center to improve eligibility and enrollment in MAP and MAP-Basic coverage programs. Work to support implementation of CommUnityCare's transition to EPIC, a new electronic health record continues as does the alignment and strengthening of case management across the Enterprise. Central Health will work with provider partners to develop plans to continue appropriately utilizing telemedicine, virtual care and e-consults for primary, behavioral and specialty care.

- Implementing the hospital funding model: Central Health continues to work with Ascension Texas to establish financial transparency regarding funded services and associated costs and to improve access to hospital and specialty services for our patients. This work will require Central Health to be prepared to adopt additional operational responsibilities regardless of the ultimate structure that is determined and will also require the maintenance of reserves to ensure sustainability and the assumption of additional risk.
- Optimizing the Brackenridge Campus redevelopment: In order to fund Central Health's mission and support long term financial sustainability, the redevelopment of the Brackenridge Campus will remain a priority. Priority work will include demolition of buildings, negotiating final zoning from the Austin City Council and completing negotiations with the City of Austin regarding the realignment of Red River Street.
- Maintaining sufficient reserves to ensure that emergency and total reserves, as projected in the development and approval of this Budget, are at levels sufficient to account for unforeseen events and risks, including COVID-19 required responses, and are not otherwise materially affected by unplanned expenditures or new mid-year programming unless there is a compelling, time-sensitive business case that staff recommends to the Board of Managers and that the Board approves. Reserves will also include enough resources to improve access to the appropriate levels of primary and specialty care services that improve patient experience and quality of life.

Pursuant to Chapter 281 of the Texas Health & Safety Code, the Central Health Fiscal Year 2021 Budget Sources and Uses Summary and any amendments thereto must be approved by the Travis County Commissioners Court before the budget becomes effective. Moreover, any expenditures incurred or paid pursuant to this Central Health Fiscal Year 2021 Budget shall be controlled by the Travis County Healthcare District Financial Policies, and any other policies adopted by the Board related to reserve levels or the expenditure of funds that explicitly require the Central Health Board of Managers approval. The acquisitions and services funded by Central Health will, to the greatest

extent possible, be predicated on the submission of service or business plans that prove viability, sustainability for the intended term, and value to Central Health's mission.

ADOPTED at an open meeting of the Central Health Board of Managers held on the XX day of September 2020.

**TRAVIS COUNTY HEALTHCARE DISTRICT BOARD OF MANAGERS**

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Sherri Greenberg, Chair  
Central Health Board of Managers

DRAFT



CommUnityCare  
Statement of Revenue and Expense  
For the Month Ended May 31, 2020

	Un-audited		MTD		Un-audited		YTD Variance		Prior Year Actual
	Current	Current	Variance	Un-audited	YTD Budget	YTD Variance	Percent		
	Actual	Budget	MTD Variance	Percent	YTD Actual	YTD Budget	Percent		
Patient Service Revenue									
Medicare	92,455	226,505	(134,050)	(59.18)%	1,179,021	1,389,745	(210,723)	(15.16)%	1,098,201
Medicaid	2,990,794	4,065,136	(1,074,342)	(26.42)%	23,690,195	29,977,667	(6,287,472)	(20.97)%	12,823,936
CHIP	488,139	424,658	63,481	14.94%	2,831,415	3,346,090	(514,676)	(15.38)%	2,836,244
MAP	91,837	1,252,109	(1,160,272)	(92.66)%	701,868	10,185,355	(9,483,487)	(93.10)%	9,931,051
SFS	516,310	1,364,230	(847,920)	(62.15)%	2,504,564	11,300,568	(8,796,004)	(77.83)%	10,866,638
Insurance	154,700	209,401	(54,701)	(26.12)%	1,354,270	1,518,969	(164,699)	(10.84)%	1,102,180
Family Planning/Other	128,445	131,546	(3,101)	(2.35)%	1,194,406	1,087,885	106,521	9.79%	1,240,048
CH Indigent Care	1,869,225	0	1,869,225	0.00%	15,791,231	0	15,791,231	0.00%	0
Allowance for Bad Debt	(647,711)	(264,013)	(383,698)	145.33%	(2,119,731)	(2,043,025)	(76,706)	3.75%	(1,794,579)
<b>Subtotal Third Party Rev</b>	<b>5,684,194</b>	<b>7,409,572</b>	<b>(1,725,378)</b>	<b>0</b>	<b>47,127,239</b>	<b>56,763,254</b>	<b>(9,636,015)</b>	<b>0</b>	<b>38,103,719</b>
Pharmacy Network	1,867,337	1,514,234	353,103	23.31%	17,120,411	11,028,464	6,091,947	55.23%	9,168,666
<b>Total Patient Service Revenue</b>	<b>7,551,532</b>	<b>8,923,807</b>	<b>(1,372,275)</b>	<b>(15.38)%</b>	<b>64,247,650</b>	<b>67,791,719</b>	<b>(3,544,069)</b>	<b>(5.23)%</b>	<b>47,272,385</b>
Grant Revenue									
Other Grants	1,335,927	1,041,667	294,260	28.24%	9,247,402	8,333,330	914,072	10.96%	7,834,582
<b>Total Grant Revenue</b>	<b>1,335,927</b>	<b>1,041,667</b>	<b>294,260</b>	<b>28.25%</b>	<b>9,247,402</b>	<b>8,333,330</b>	<b>914,072</b>	<b>10.97%</b>	<b>7,834,582</b>
Other Revenue									
CCC Contract	1,374,242	1,321,093	53,149	4.02%	10,196,852	10,568,748	(371,896)	(3.51)%	10,097,213
Other	0	0	0	0.00%	1,499,999	0	1,499,999	0.00%	0
DSRIP Revenue	625,598	857,232	(231,634)	(27.02)%	4,774,658	6,857,856	(2,083,198)	(30.37)%	7,228,478
<b>Total Other Revenue</b>	<b>1,999,840</b>	<b>2,178,325</b>	<b>(178,485)</b>	<b>(8.19)%</b>	<b>16,471,510</b>	<b>17,426,604</b>	<b>(955,094)</b>	<b>(5.48)%</b>	<b>17,325,691</b>
<b>Total Revenue</b>	<b>10,887,298</b>	<b>12,143,799</b>	<b>(1,256,501)</b>	<b>(10.34)%</b>	<b>89,966,562</b>	<b>93,551,653</b>	<b>(3,585,091)</b>	<b>(3.83)%</b>	<b>72,432,658</b>
Expenditures									
Salaries and Benefits	7,668,943	7,777,431	108,488	(1.39)%	56,338,930	58,326,124	1,987,195	(3.40)%	47,115,459
Contract Labor	305,115	469,158	164,044	(34.96)%	4,438,921	3,753,267	(685,655)	18.26%	3,991,131
Direct Care Expense	1,758,784	1,541,063	(217,721)	14.12%	13,680,071	11,956,969	(1,723,102)	14.41%	11,016,324
Indirect Expense	1,485,673	1,480,386	(5,287)	0.35%	10,611,785	11,591,349	979,564	(8.45)%	10,032,653
<b>Total Expenditures</b>	<b>11,218,515</b>	<b>11,268,038</b>	<b>49,524</b>	<b>(0.44)%</b>	<b>85,069,707</b>	<b>85,627,709</b>	<b>558,002</b>	<b>(0.65)%</b>	<b>72,155,568</b>
Excess (Deficit) From	(331,217)	875,760	(1,206,977)	(137.82)%	4,896,855	7,923,944	(3,027,089)	(38.20)%	277,090
Non-Operating Revenue	(14,394)	0	(14,394)	0.00%	(4,853,330)	0	(4,853,330)	0.00%	39
<b>Excess (Deficit)</b>	<b>(345,611)</b>	<b>875,760</b>	<b>(1,221,371)</b>	<b>(139.46)%</b>	<b>43,525</b>	<b>7,923,944</b>	<b>(7,880,419)</b>	<b>(99.45)%</b>	<b>277,129</b>



# CENTRAL HEALTH

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*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.

## **BOARD MEETING**

**July 15, 2020**

## **REGULAR AGENDA ITEM 5**

Receive and discuss updates on the Central Health Enterprise's responses to the current COVID-19 pandemic, including basic reports on services, coordination, and outreach with and among Central Health, CommUnity Care, and Sendero Health Plans, Inc.



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## **BOARD MEETING**

**July 15, 2020**

## **REGULAR AGENDA ITEM 6**

Receive and discuss a report from the President & CEO on Central Health's current activities, operations, procurement, and workforce, including related goals and objectives.



## MEMORANDUM

**To:** Board of Managers, Central Health  
**CC:** Susan Lara Willars, Lisa Owens  
**From:** Mike Geeslin  
**Date:** 9 July 2020  
**Re:** Quarterly CEO Report Q3 FY 2020

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### Overview

This quarterly report includes information on operational, culture, and follow-up issues from the CEO's evaluation. Much of this information is an update on prior reports. The requested action is review of the information and support of the future work, as outlined, subject to Board redirection. I would like to thank the many staff who led or contributed to the work presented in this report.

### Operational Update

#### COVID-19

Central Health continues operations in a remote work environment until 30 September 2020. The rationale is to allow for weeks to pass following the opening of school and Labor Day to assess the level of community spread in Travis and surrounding counties.

Areas of shared operations with CommUnity Care and Sendero include Facilities, Technology, Finance, and Human Resources. Of the shared operations, there are two risks that are being closely monitored: Technology team capacity in response to Enterprise-wide workloads and increasing enrollment and eligibility volumes.

### **Continuation of Strategy and Budget Development Work**

Strategy development, which builds the strategic objectives that form the basis of the FY 21 Budget, continues through the Strategic Planning Committee and the Eastern Travis County (ETC) Subcommittee. Strategy and ETC work include reports on current strategic objectives for FY 2020, development of new dashboards, and guidance on ETC expansion. FY 2021 Budget Development continues. The seven-year forecast and tax rate options were presented to the Board in June. The FY 2021 summary budget will be presented the week of 6 July.

## Culture

### **Workforce (per reports from Human Resources, Susan Lara Willars)**

**Current Work.** The Human Resources team is pursuing a strategy based on the following, as detailed in the attached *Central Health Recruiting Strategies 2020-2021*:

- Promoting the Central Health, Community Care, and Sendero organizational brand as an employer of choice
- Connecting with more colleges and universities
- Utilizing job boards, affinity groups, and LinkedIn groups to promote diverse hiring. Additional work will be needed to identify emerging or focused job boards with connections to demographically diverse job seekers.

Additionally, effective July 10, Central Health will be advertising job and employer postings in *El Mundo* and *The Villager* every weekend through the end of August. These postings include both the print and online editions of the papers.

**Future and Upcoming Work.** The *Equity and Inclusion Task Force* will form into two subcommittees, Values and Standards and Goals and Objectives. The two subcommittees will use a conceptual framework to create action plans for promoting inclusiveness and equity in the organization. The goals set by the subcommittees will enhance awareness, create leadership pathways, and broaden our workforce talent initiatives. A third group will focus on establishing the affinity teams or employee resource groups that will be instrumental in advancing the action plans as part of the Central Health culture.

Management will request an additional recruiting staff position in the FY 2021 budget. The additional staff will be dedicated support for diversity, equity, and inclusiveness in workforce recruiting.

Lastly, the staff will bring an overview of an affirmative action plan to the Executive Committee in August 2020.

### **Vendors/HUB (per reports from Finance Department, Lisa Owens)**

Based on work timelines submitted in June 2020, the following are updates for Q4 activities: (Goal, Activity, Comments)

- **Develop specific HUB good faith outreach efforts for formal solicitations and contracts**

Incorporate process for targeted outreach plan development for each formal solicitation posted *We have begun planning and research on the creation of a tool to document our targeted*

*outreach plan for formal solicitations. The tool is anticipated to be complete by the December deadline.*

- **Track data that measures and reports good faith effort**

Develop mechanism for reporting on both formal and informal solicitation outreach to HUB vendors

*We anticipate our new software and investments will assist with tracking outreach to HUB vendors for informal solicitations. We anticipate work to begin on new software workflows in July.*

- **Identify opportunities to refer vendors to City of Austin or Travis County business development, training and certifications and work**

Enhance the HUB vendor database through partnership with City of Austin and Travis County

*This work is ongoing, and we will develop opportunities to use our new software investments to capture data sets, in addition to continuing to use existing data sets from other government entities.*

- **Develop social media program for procurement department to promote upcoming solicitations**

Use existing community engagement team, advisory committees and social media to promote solicitations

*We have had limited formal solicitations due to our remote work environment and support of COVID-19 response. However, this work will occur as solicitations arise and will feed into the development of a more formal promotional strategy in Q4, FY21.*

- **Host specific events to raise awareness of large upcoming projects, that have high participation opportunities**

Create community events specific to large construction projects and opportunities for significant HUB participation

*As opportunities arise. We have not yet had any large construction initiatives.*

Additionally, the new Procurement Manager starts on August 3<sup>rd</sup>.

## **Decision Making & Board Operations**

### **Changes Based on CEO Evaluation**

Based on evaluation discussion, the areas needing change can be categorized as follows:

- Information flow and timing on decisions
- Infusing information derived from various data sources and community awareness in decision-making
- Individual ideas vs. organizational objectives established by the Board

- Varying interpretations on the level of governance (bylaws); including Enterprise partners

Decision-making under a board-chief executive structure requires intentional adjustments, as it is never held in homeostasis for very long because the landscape around us is constantly changing. By applying a set of resolutions (or agreements) to the greatest extent possible, the decision process can be fed with the information the board needs and attention paid to fundamentals.

**Resolutions:**

- Connections – Delineate the representation of communities’ involvement within our decision-making processes, and how that involvement was infused with data and provider insights
- Redirect – Be more deliberate in providing the opportunity to redirect staff work, along with the associated risks, as memorialized in minutes and/or budget resolution
- Scope of Board – Continue encouragement of dialogue on role and level of board involvement per bylaws
- Information, Decision, and Direction – Be more deliberate in managing the flow, level, and cadence of information and related decisions or directions. This involves both in-meeting and interim communications.
- Culture – Continue with organizational work on values, inclusivity, equity, and Enterprise reputations

**Process for Resolution:**

- Bring issues of study, guidance, or pre-decision to the Executive Committee. This forum will allow for deliberation *under the applied resolutions* for how the Board functions and decisions are made.
- Maintain practice of weekly updates via email on matters of importance or upcoming Board work to lessen the amount of time spent on issues in formal meetings. Related, continue with regular media summaries.

**Closing & Recommendation**

Request that the Board recognize, by simple motion, the information provided in this report and support the work outlined above in the sections titled “Culture,” and “Decision Making & Board Operations,” subject to Board redirection or revision.

Attachment: *Central Health Recruiting Strategies 2020-2021*, **Central Health Human Resources**

###

# Central Health Recruiting Strategy

2020 - 2021

## PURPOSE

Central Health is committed to recruiting, hiring, and retaining a diverse, inclusive, and equitable workforce that reflects the diversity of the communities we serve. We recognize differences in both inherent and acquired diversity enhances our work environment and the results we produce for our patients, customers, and communities.

We treat all job applicants and employees based on merit, qualifications, competence, and talent. We do not discriminate on the basis of race, religion, color, national origin, gender, sexual orientation, age, marital status, veteran status, disability status, or any other protected class.

## RECRUITMENT STRATEGY

- **Developing Our Employer Brand**

In a competitive job market, one of the most important factors in attracting qualified, diverse candidates is to define our employer brand. Ultimately, we want to be associated with being an employer of choice and to do that, we must focus on being well known in our industry; known to have a great culture, highlight our key accomplishments, demonstrate our commitment to diversity and inclusion, and have a competitive compensation and benefit program.

Starting August 2020, we will include an "About Us" section in all job postings. They will be specific to each organization as noted below. *(Seeking input from our Communications' Team)*

- **Central Health** is committed to helping the residents of Travis County live healthier. The Central Health Enterprise includes CommUnityCare and Sendero Health Plans and together, we each fulfill a specific role in our mission to improving the health of the communities we serve. For more about Central Health please visit our website at <https://www.centralhealth.net/>
- **CommUnityCare** is a Federally Qualified Health Center focused on providing services to strengthen the health and well-being of the communities we serve. As a part of the Central Health Enterprise, which includes Central Health and Sendero Health Plans, we fulfill a specific role in the mission to improving the health of the communities we serve. For more information about CommUnityCare, please visit our website at <https://communitycaretx.org/>
- **Sendero Health Plan** is a non-profit, community based and member focused health plan positioned to evolve with the changing healthcare landscape to be the health plan provider of choice for Central Texas. As a part of the Central Health Enterprise, which includes Central Health and CommUnityCare, we fulfill a specific role in the mission to improving the health of the communities we serve. For more information about Sendero Health Plans, please visit our website at <https://www.senderohealth.com/>



- **Traditional Recruitment Strategies**

The recruiters will post all open positions to our iCIMS external and/or internal portals. Once posted externally, all jobs are then pushed out and visible on the following major aggregators' sites\*.

- DirectEmployers
- Glassdoor
- LinkedIn
- Monster
- Recruit.net
- VHM Network
- The Villager
- El Mundo
- Austin Chronicles
- Community Impact
- Texas Workforce Commission
- Hire a Veteran
- We Hire Heroes
- Adzuna
- Job Case
- Jooble
- Restoration Media, Inc.
- Terradin
- IT Jobs Café
- iCIMS also maintains custom XML feeds for Indeed and Facebook

*\*Current as of March 2020 and is subject to change at the direction of iCIMS.*

- **Recruitment Strategies Focused on Attracting a Diverse Workforce**

- Colleges & Universities within Texas

The recruiters will partner with all historically black colleges and universities in Texas<sup>1</sup>, as well as colleges and universities with an identified racial and ethnic diverse student population<sup>2</sup> to post jobs for graduating students and alumni, as well as attend recruiting and career fairs. Refer to Attachment 1 – College & University Outreach for specific outreach information and contacts. *(Phase II will include a description of the type of audience we will be targeting by college/university)*

- ❖ University of Texas<sup>2</sup>
- ❖ St. Edward's University
- ❖ Concordia University
- ❖ Austin Community College
- ❖ Southwestern University
- ❖ Texas State University (Round Rock and San Marcos<sup>2</sup> Campuses)
- ❖ Baylor University<sup>2</sup>
- ❖ Texas A & M University<sup>2</sup>
- ❖ Huston-Tillotson University<sup>1</sup>
- ❖ Jarvis Christian College<sup>1</sup>

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<sup>1</sup> <https://unconf.org/programs/texas-impact>

<sup>2</sup> <https://www.usnews.com/best-colleges/rankings/national-universities/campus-ethnic-diversity> (>0.50 diversity index)

- ❖ Paul Quinn College<sup>1</sup>
- ❖ Prairie View A & M University<sup>1</sup>
- ❖ St. Phillips College<sup>1</sup>
- ❖ Southwestern Christian College<sup>1</sup>
- ❖ Texas College<sup>1</sup>
- ❖ Texas Southern University<sup>1</sup>
- ❖ Wiley College<sup>1</sup>
- ❖ University of Houston<sup>2</sup>
- ❖ Texas Wesleyan University<sup>2</sup>
- ❖ University of Texas – Arlington<sup>2</sup>
- ❖ Rice University<sup>2</sup>
- ❖ Texas Women’s University<sup>2</sup>
- ❖ University of Texas – Dallas<sup>2</sup>
- ❖ Texas A & M University – Commerce<sup>2</sup>
- ❖ Lamar University<sup>2</sup>
- ❖ University of North Texas<sup>2</sup>
- ❖ Sam Houston State University<sup>2</sup>
- ❖ University of Texas – San Antonio<sup>2</sup>
- ❖ Texas Tech University<sup>2</sup>
- ❖ University of Texas – Tyler<sup>2</sup>
- ❖ University of the Incarnate Word<sup>2</sup>
- ❖ Dallas Baptist University<sup>2</sup>

➤ LinkedIn Groups

The recruiters will also utilize LinkedIn groups which may target diverse and traditionally underrepresented candidate groups. While not every group is appropriate for each job posting, we will be able to identify appropriate audiences to post positions and attract qualified, diverse candidates. This effort will begin in July 2020.

Ability Jobs	<a href="https://abilityjobs.com/">https://abilityjobs.com/</a>
Austin Black MBA	<a href="https://austinblackmba.org/index.php/employer-panel-2/">https://austinblackmba.org/index.php/employer-panel-2/</a>
Austin Healthcare and Medical Professionals Group	<a href="https://www.linkedin.com/groups/12185238/">https://www.linkedin.com/groups/12185238/</a>
Austin Job Seekers, Recruiters, and Career Warriors	<a href="https://www.meetup.com/Austin-Job-Seekers/">https://www.meetup.com/Austin-Job-Seekers/</a>
Austin LGBT Chamber of Commerce	<a href="https://members.austingbtchamber.com/jobs/">https://members.austingbtchamber.com/jobs/</a>
Austin Veterans	<a href="https://www.linkedin.com/groups/4383515/">https://www.linkedin.com/groups/4383515/</a>
Austin Women in Technology	<a href="https://www.linkedin.com/groups/37809/">https://www.linkedin.com/groups/37809/</a>
Austin Young Chamber	<a href="https://members.austinyc.org/jobboard">https://members.austinyc.org/jobboard</a>
Dental Geeks	<a href="https://www.linkedin.com/groups/70084/">https://www.linkedin.com/groups/70084/</a>
Dental Jobs	<a href="https://www.linkedin.com/groups/4169539/">https://www.linkedin.com/groups/4169539/</a>

Dental Post	<a href="https://www.dentalpost.net/dental-jobs/login">https://www.dentalpost.net/dental-jobs/login</a>
Disabled Person Jobs	<a href="https://www.disabledperson.com/jobs/locations/tx-austin">https://www.disabledperson.com/jobs/locations/tx-austin</a>
Get Healthcare Jobs	<a href="https://www.linkedin.com/groups/3166033/">https://www.linkedin.com/groups/3166033/</a>
Greater Austin Asian Chamber of Commerce	<a href="https://www.austinasianchamber.org/jobs/">https://www.austinasianchamber.org/jobs/</a>
Greater Austin Black Chamber	<a href="https://www.austinbcc.org/jobs">https://www.austinbcc.org/jobs</a>
Greater Austin Hispanic Chamber of Commerce	<a href="https://business.gahcc.org/jobs">https://business.gahcc.org/jobs</a>
International Association of Women	<a href="https://www.iawomen.com/job-summaries?location=">https://www.iawomen.com/job-summaries?location=</a>
Jobs for Vets	<a href="https://www.linkedin.com/groups/2138017/">https://www.linkedin.com/groups/2138017/</a>
Linked Local Austin, TX	<a href="https://www.linkedin.com/groups/2352778/">https://www.linkedin.com/groups/2352778/</a>
Linked-Vets	<a href="https://www.linkedin.com/groups/3328410/">https://www.linkedin.com/groups/3328410/</a>
Mental Health Therapists of Austin	<a href="https://www.meetup.com/Mental-Health-Therapists-of-Austin/">https://www.meetup.com/Mental-Health-Therapists-of-Austin/</a>
National Association of Social Workers – Texas	<a href="https://www.naswtx.org/">https://www.naswtx.org/</a>
Nurse Crossing	<a href="https://www.nursingcrossing.com/jobs/l-austin-tx-jobs.html">https://www.nursingcrossing.com/jobs/l-austin-tx-jobs.html</a>
Nurse Practitioners in Texas	<a href="https://www.linkedin.com/groups/2416756/">https://www.linkedin.com/groups/2416756/</a>
Out of Work Austin	<a href="https://www.linkedin.com/groups/1843391/">https://www.linkedin.com/groups/1843391/</a>
Pharmacy Leadership Central	<a href="https://www.linkedin.com/groups/3730132/">https://www.linkedin.com/groups/3730132/</a>
Prospanica Austin Chapter	<a href="https://www.linkedin.com/groups/1408007/">https://www.linkedin.com/groups/1408007/</a>
Southern Careers Institute - Austin Networking Group	<a href="https://www.linkedin.com/groups/3348731/">https://www.linkedin.com/groups/3348731/</a>
Sulekha	<a href="http://localjobs.sulekha.com/healthcare-jobs-in-austin-tx">http://localjobs.sulekha.com/healthcare-jobs-in-austin-tx</a>
Texas Executive Women	<a href="https://www.linkedin.com/groups/4519583/">https://www.linkedin.com/groups/4519583/</a>
Uniandinos Texas	<a href="https://www.linkedin.com/groups/6966934/">https://www.linkedin.com/groups/6966934/</a>
US Veteran - Recruiter - Candidate Connection	<a href="https://www.linkedin.com/groups/2539146/">https://www.linkedin.com/groups/2539146/</a>
Women Communicators of Austin	<a href="https://wcaustin.org/member-benefits/job-bank/">https://wcaustin.org/member-benefits/job-bank/</a>

## Attachment 1 – College & University Outreach

(We will include similar information on the other colleges and universities listed above by the end of July 2020)

Institution	Post Jobs	Recruitment Events	Contact Information
Concordia University	Platform: Handshake <sup>3</sup> <ul style="list-style-type: none"> <li>• CommUnityCare profile set up and log in</li> <li>• Positions can be posted immediately as needed</li> </ul>	Job Fair 2020 Career Fair 2021 Date / Time: TBD All career services events listed as TBD at this time.	Vocational and Professional Development <a href="https://www.concordia.edu/resources/vocation-and-professional-development/">https://www.concordia.edu/resources/vocation-and-professional-development/</a> <a href="mailto:careerservices@concordia.edu">careerservices@concordia.edu</a> <a href="mailto:Randa.Scott@concordia.edu">Randa.Scott@concordia.edu</a> <a href="mailto:Kate.Hardin@concordia.edu">Kate.Hardin@concordia.edu</a> 512-313-5045
St. Edwards University	Platform: Handshake <ul style="list-style-type: none"> <li>• CommUnityCare profile set up</li> <li>• Request sent to activate postings as needed</li> </ul>	All career services events and recruitment fairs are currently on hold until further notice.	Career and Professional Development <a href="https://www.stedwards.edu/career-and-prof-development">https://www.stedwards.edu/career-and-prof-development</a> <a href="mailto:seucareer@stedwards.edu">seucareer@stedwards.edu</a> (512) 448-8530
Huston-Tillotson	Platform: Handshake <ul style="list-style-type: none"> <li>• CommUnityCare profile set up and log in</li> <li>• Positions can be posted immediately as needed</li> </ul>	Next events won't be until September; registration will open in the next several weeks.	Career and Graduate Development <a href="https://htu.edu/students/career-services">https://htu.edu/students/career-services</a> Steven Hatchett, Director of Career Service and Graduate Development (512) 505-3041 <a href="mailto:cgd@htu.edu">cgd@htu.edu</a>

<sup>3</sup> <https://www.joinhandshake.com/> The #1 way college students find jobs



**MEMORANDUM**

**To:** Central Health Board of Managers  
**From:** Susan Willars, Enterprise Vice President of Human Resources  
**CC:** Mike Geeslin, President and CEO  
**Date:** July 9, 2020  
**Re:** Workforce demographic information for FY2020 – Quarter 3

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**PURPOSE**

The purpose of this memorandum is to share the workforce data of Central Health proper as requested by the Board of Managers. In addition, I have provided information regarding the compensation consultant that will be visiting with the Board of Managers in August.

**INFORMATION**

1. As indicated in the Board Matrix (see attachment A), enclosed is the turnover data for FY 2020-Quarter 3 by gender and race/ethnicity. Also included as a new item is information regarding new employees hired between March and June 2020. The new employee information is divided by gender, Race/Ethnicity and worker category (staff, supervisor and manager). The new hire information will be provided to the Board on a quarterly basis.
2. Michael Hannah with Cool River Consulting located in Austin, Texas was hired to serve as the Compensation Consultant for Central Health. As a reminder, Mr. Hannah will work with the Board of Managers to review and revise the 2007 compensation philosophy and determine/define Central Health's peer group.

To be respectful of the Board of Manger's time, Mr. Hannah will be sending a survey via email to each Board of Manager the week of July 13 to gather information for the August presentation and discussion.

**ENCLOSURE**

**Attachment 1:**

Board of Manager's Workforce Matrix: The matrix outlines the workforce data, workforce description and the frequency that the Board of Managers will receive from Human Resources and the CEO.

**Attachment 2:**

PowerPoint Presentation containing the workforce data and demographic information.

**ATTACHMENT 1:**

**Board Matrix**

Central Health  
Board Matrix 2020

<b>Presentation Item:</b>	<b>What data will be provided:</b>	<b>Frequency:</b>	<b>Presentation Month:</b>
<b>Compensation</b>	In 2020, the Board will receive a comprehensive review of paygrades and ranges. After 2020, the Board will receive updates on market adjustments only or other significant changes to the compensation program.	<b>Annually</b>	<b>October (Enterprise Overview)</b>
<b>EEOC Category Breakdown &amp; Demographic Background of Staff by Gender and Race</b>	Board will receive a breakdown of staff levels by the following categories: Executive Management, Senior Director, Director, Middle Management, Supervisors and Administrative Staff.	<b>Annually</b>	The EEOC Category Breakdown for CH proper will be provided in April of 2020 based on a recent BOM request, and then every June for CH proper and in October Enterprise Wide.
<b>Employee Benefit Overview</b>	Board will receive an update on the employee benefit package.	<b>Annually</b>	<b>June - Enterprise Wide</b>
<b>Organizational Chart</b>	Board will receive an update on Central Health's organizational chart and the number of exempt & nonexempt staff.	<b>Annually</b>	April 2020 (based on recent BOM request) & then only in October (Central Health Proper)
<b>Training &amp; Development Initiatives</b>	Board will receive an update on the implementation and success stories of the training & development initiatives.	<b>Biannually</b>	<b>January &amp; November (Enterprise Overview)</b>
<b>Turnover of staff - Central Health Proper</b>	Board will receive an overview of staff turnover by gender and race.	<b>Quarterly</b>	January, April, July & November (Central Health Proper)
<b>New Hire Data</b>	Board will receive an overview of the new employees for the quarter. Data will be divided by gender, worker category and Race/Ethnicity.	<b>Quarterly</b>	January, April, July & November (Central Health Proper)

**ATTACHMENT 2:**

**PowerPoint Presentation of Central Health's Workforce Demographic Information:**

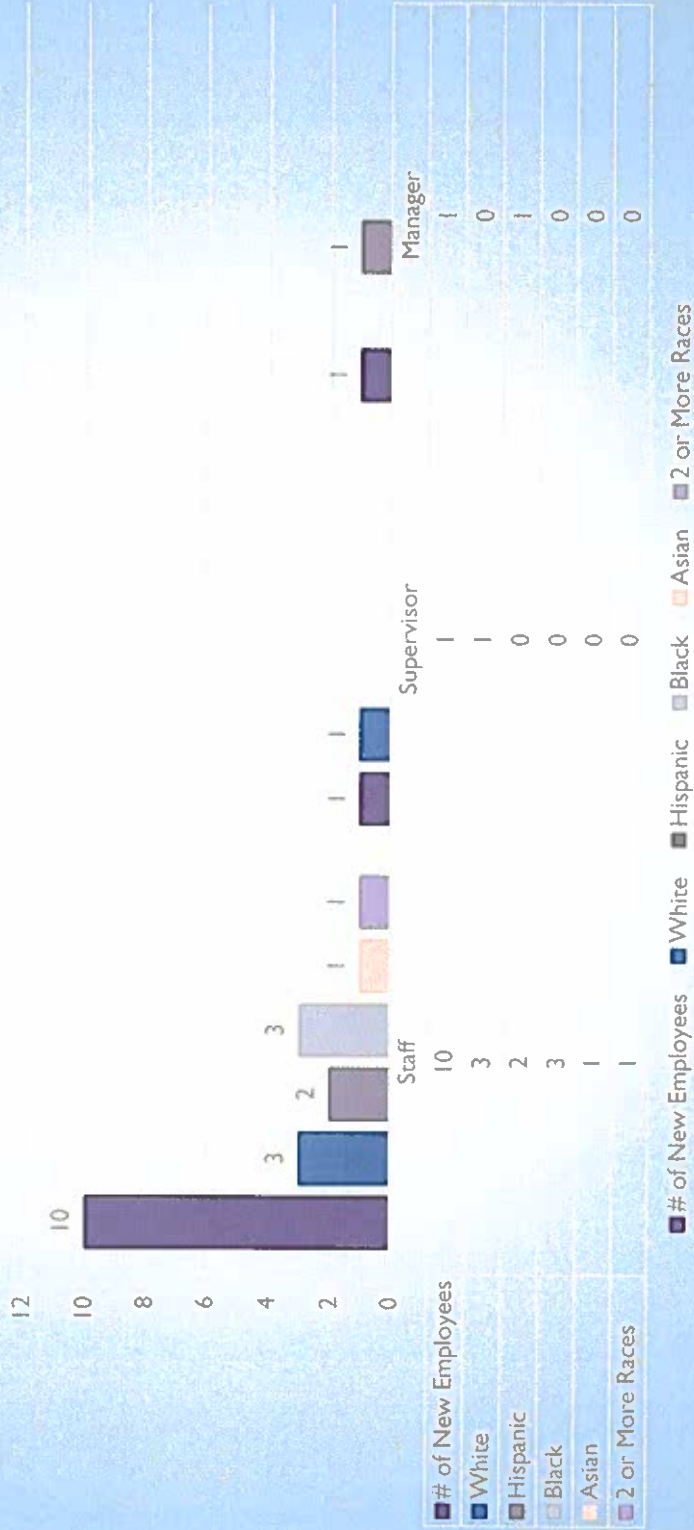
- **New Hire Information**
- **Voluntary turnover data by gender and race/ethnicity for Q3 of FY2020**
- **Termination reasons for Q3 of FY2020**
- **Overall Central Health workforce demographics compared to the census data for the city of Austin**



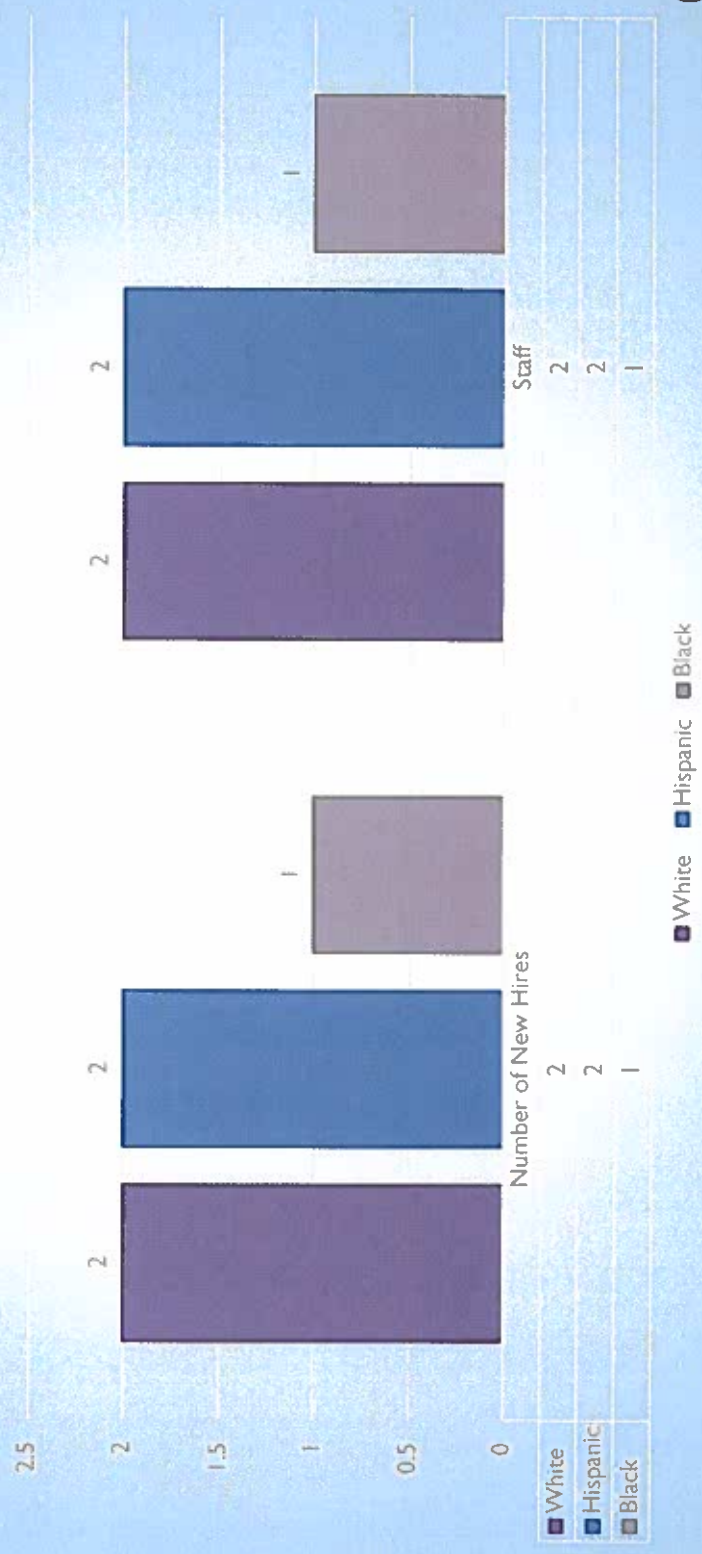
# CENTRAL HEALTH TURNOVER AND DEMOGRAPHIC DATA Q1, Q2 & Q3 FY20

- CENTRAL HEALTH NEW EMPLOYEE DATA BY GENDER, WORK CATEGORY AND RACE/ETHNICITY
- CENTRAL HEALTH VOLUNTARY TURNOVER DATA BY GENDER AND RACE/ETHNICITY
- OVERALL CH DEMOGRAPHICS COMPARED TO AUSTIN & TRAVIS COUNTY CENSUS DATA
- CURRENT EXECUTIVE/MANAGEMENT/STAFF EMPLOYEE DATA BY GENDER AND RACE/ETHNICITY
- CURRENT MANAGEMENT-LEVEL BREAKDOWN BY GENDER AND RACE/ETHNICITY

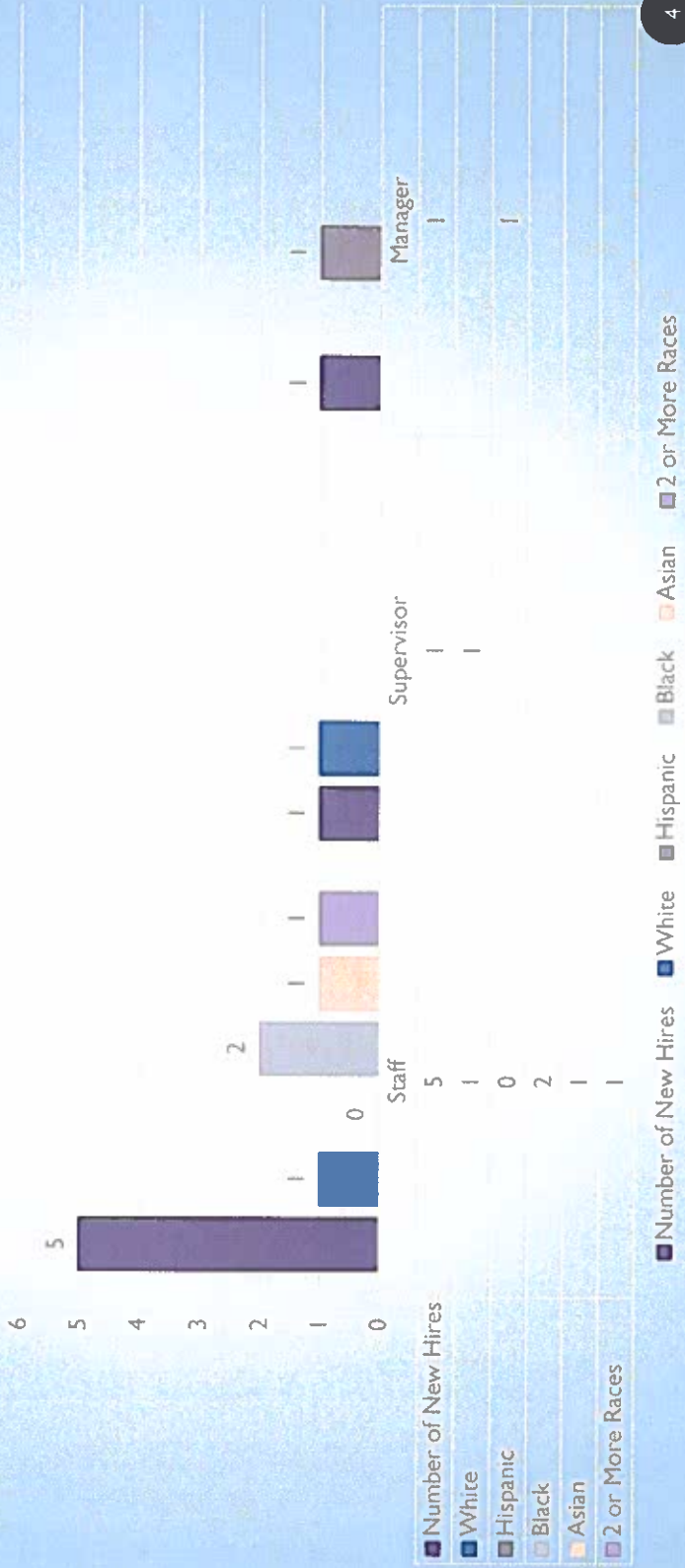
# TOTAL NUMBER OF NEW EMPLOYEES BY CATEGORY & RACE/ETHNICITY FY 2020 – QUARTER 3



# NUMBER OF NEW EMPLOYEES BY CATEGORY & RACE/ETHNICITY FY20-QUARTER 3 FEMALES

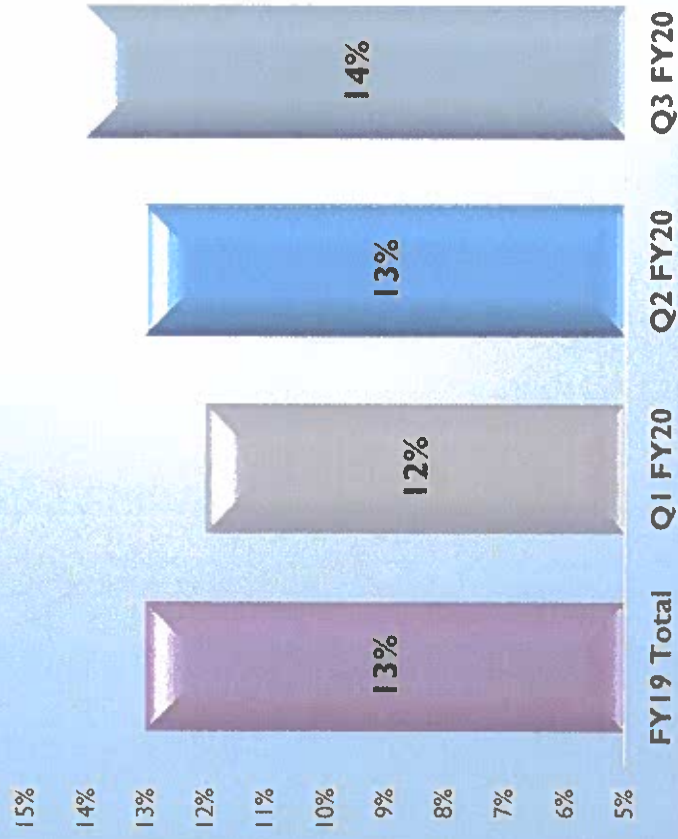


# NUMBER OF NEW EMPLOYEES BY CATEGORY & RACE/ETHNICITY FY20-QUARTER 3 MALES

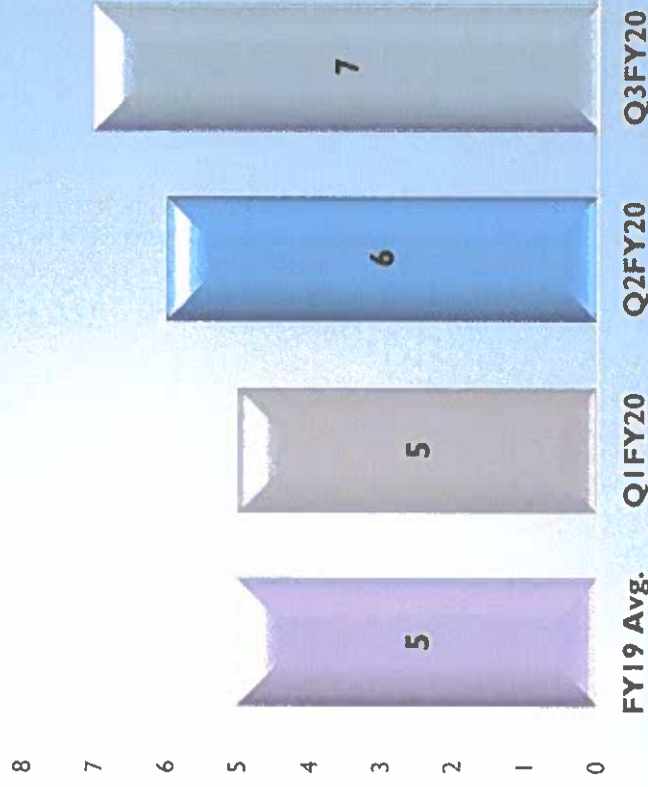


# CENTRAL HEALTH TURNOVER DATA

FY19 TOTAL VOLUNTARY TURNOVER, WITH Q1, Q2 & Q3 FY20 ANNUALIZED RATE:

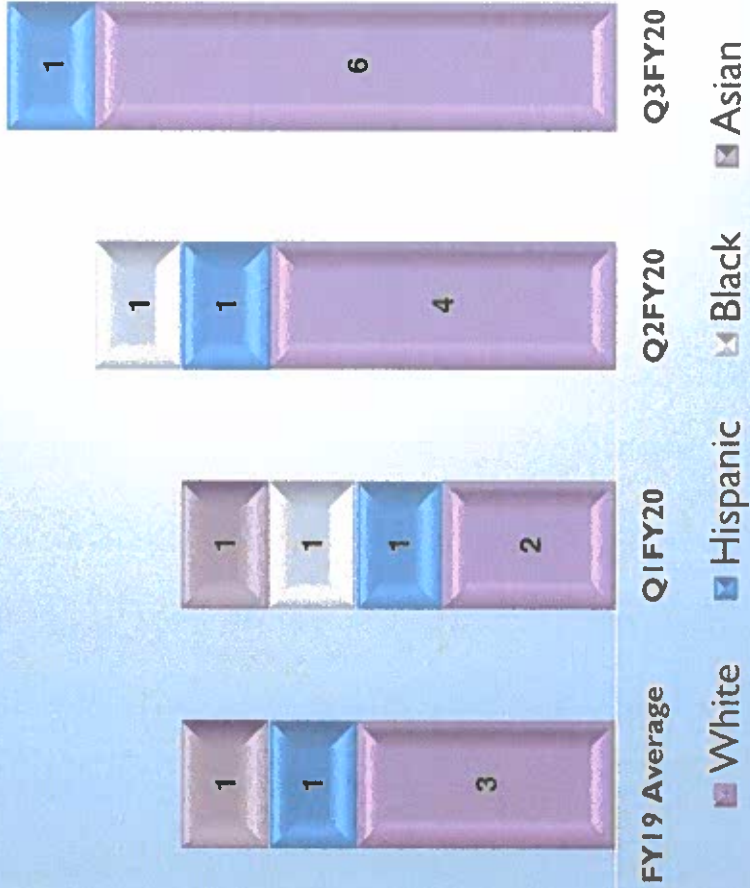


FY19 AVERAGE, Q1, Q2, & Q3 TURNOVER BY EMPLOYEE COUNT:

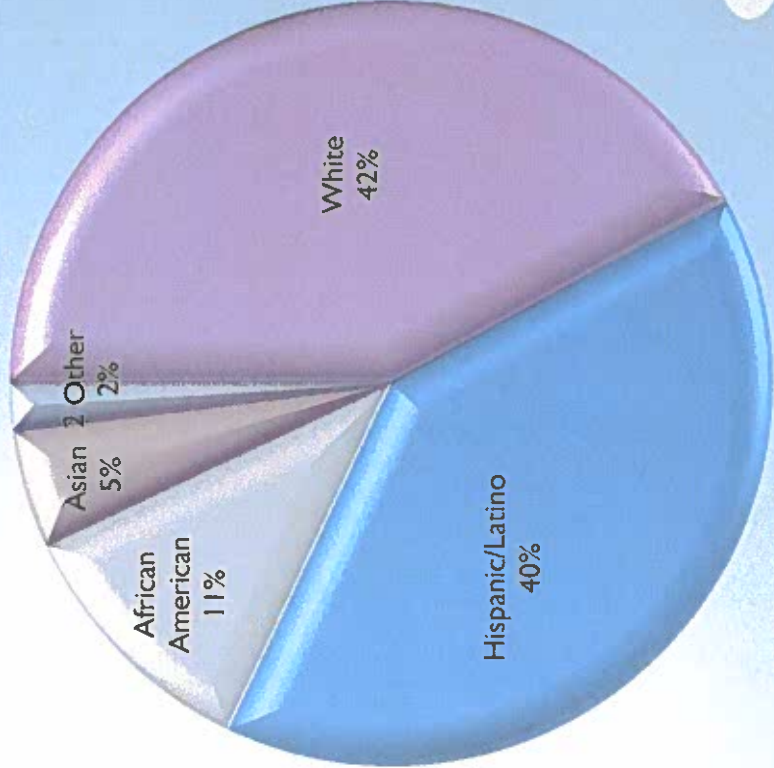


# Q1, Q2, & Q3 TURNOVER BY RACE/ETHNICITY

DISTRIBUTION OF RACE/ETHNICITY DATA OF FY19 AVERAGE, Q1, Q2, & Q3:

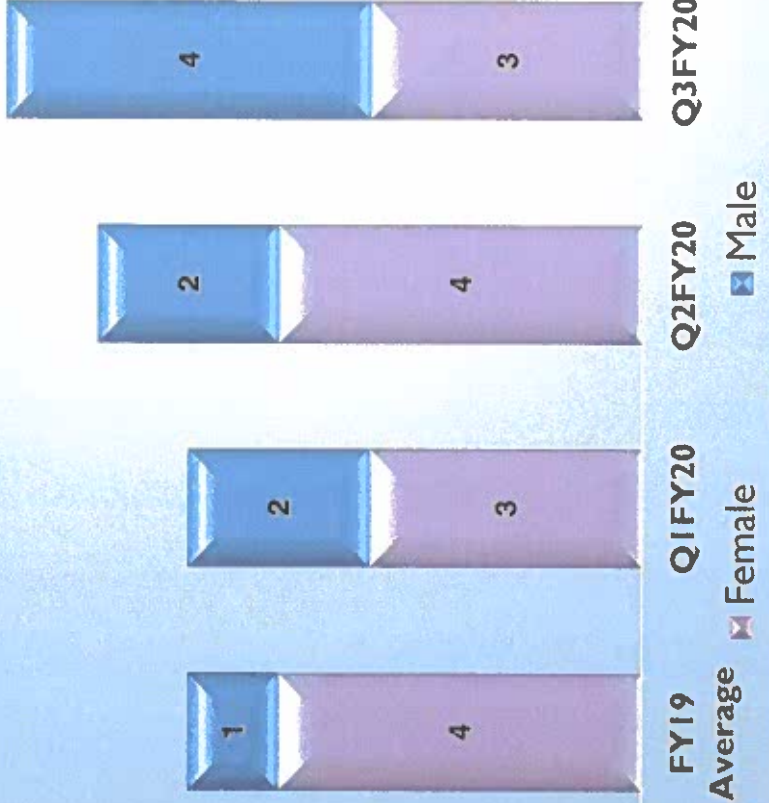


CURRENT ORGANIZATIONAL RACE/ETHNICITY DISTRIBUTION:

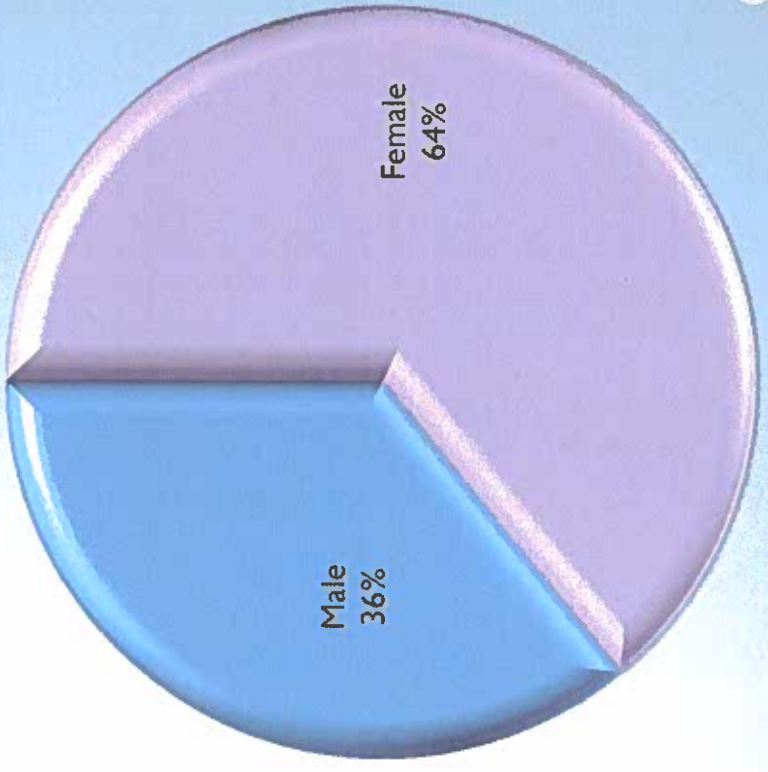


# TURNOVER DATA BY GENDER

**TURNOVER DISTRIBUTION BY GENDER FOR FY19, Q1, Q2, & Q3:**



**CURRENT ORGANIZATIONAL GENDER DISTRIBUTION:**



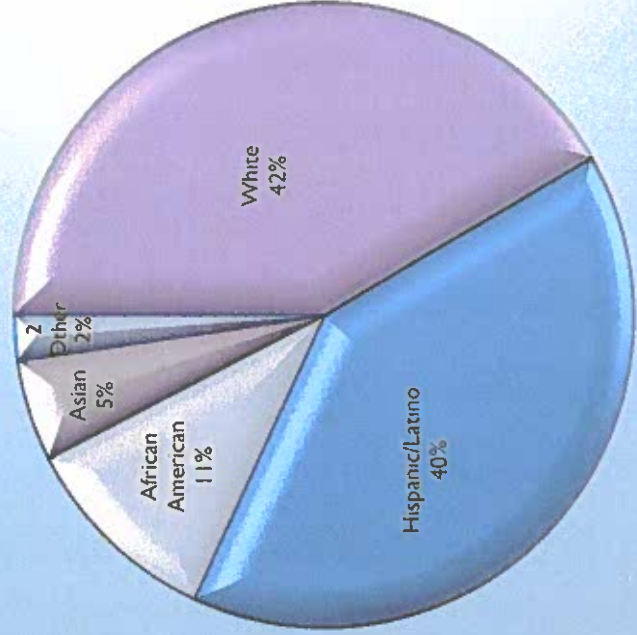
# REASONS FOR TERMINATION

Type of Position	Reason for Termination
Administrative (Staff)	<ul style="list-style-type: none"> <li>I - Did not return from a leave of absence (Health)</li> <li>I - Performance issues</li> <li>I - Accepted other employment</li> </ul>
Supervisor	<ul style="list-style-type: none"> <li>I - Involuntarily terminated (Policy)</li> <li>I - Resigned due to personal reasons</li> </ul>
Management	<ul style="list-style-type: none"> <li>I - Retired after 10 years of service</li> <li>I - Accepted other employment</li> </ul>

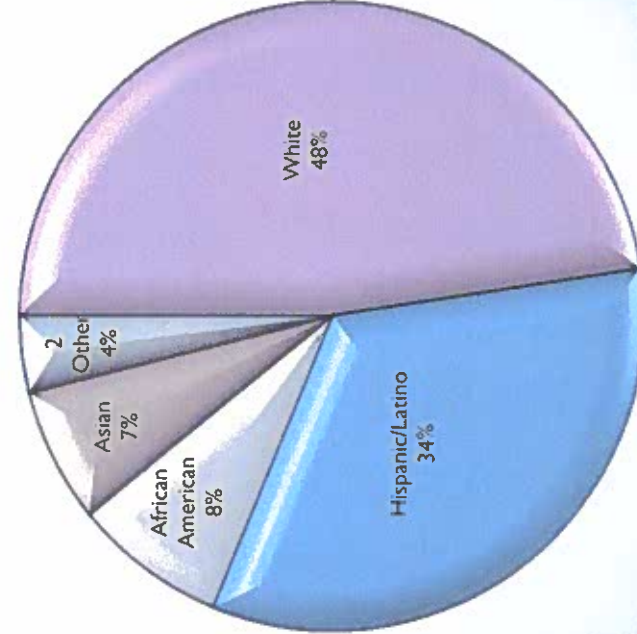


# OUR RACIAL/ETHNIC MAKEUP COMPARED TO AUSTIN'S POPULATION

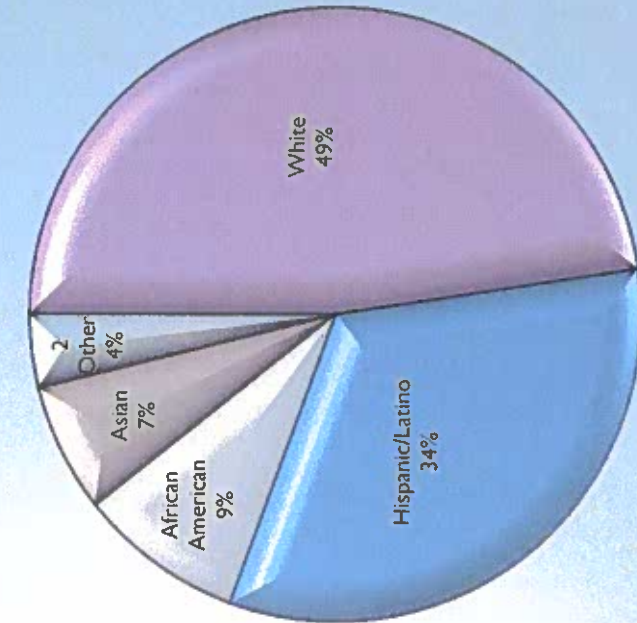
CURRENT ORGANIZATIONAL RACIAL/ETHNIC DISTRIBUTION:



AUSTIN'S RACIAL/ETHNIC POPULATION VIA CENSUS DATA:

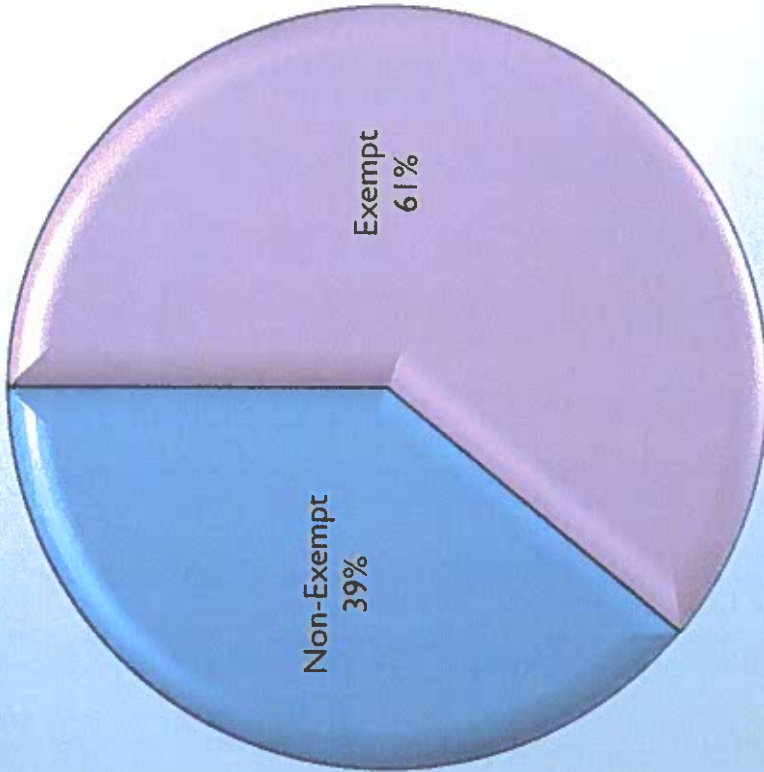


TRAVIS COUNTY'S RACIAL/ETHNIC POPULATION VIA CENSUS DATA:

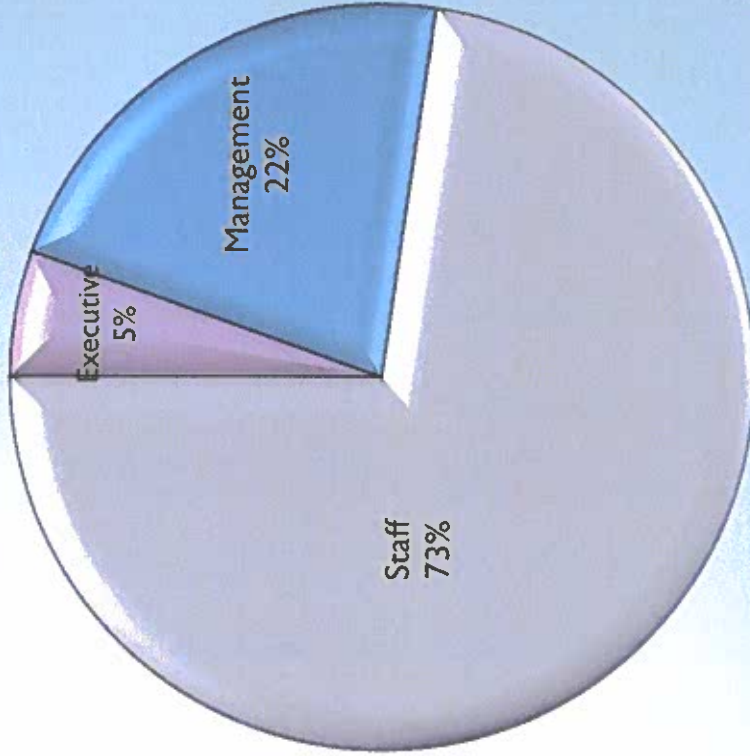


# EXEMPT V. NON-EXEMPT & EXECUTIVE/MANAGEMENT/STAFF MAKEUP

EXEMPT & NON-EXEMPT DISTRIBUTION:

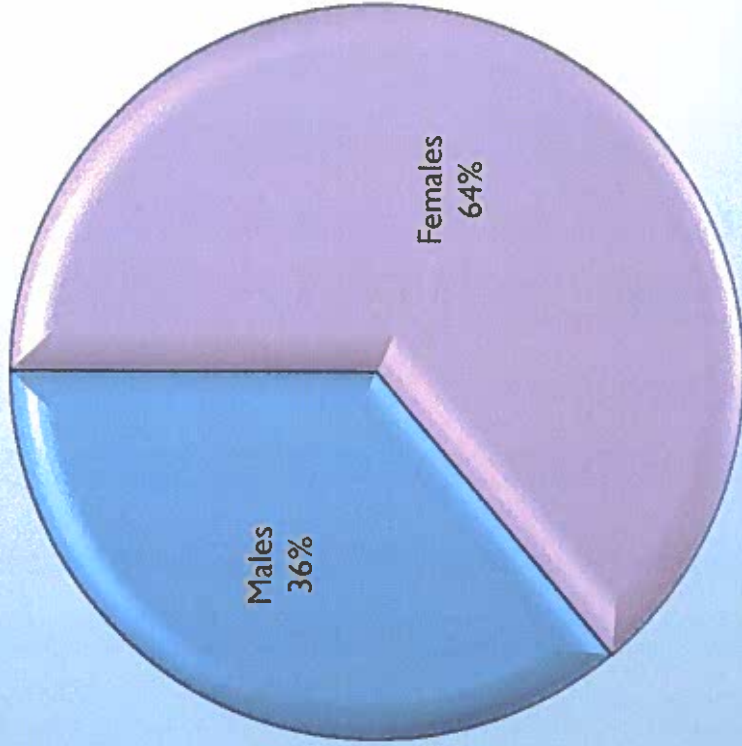


EXECUTIVE, MANAGEMENT & STAFF DISTRIBUTION:

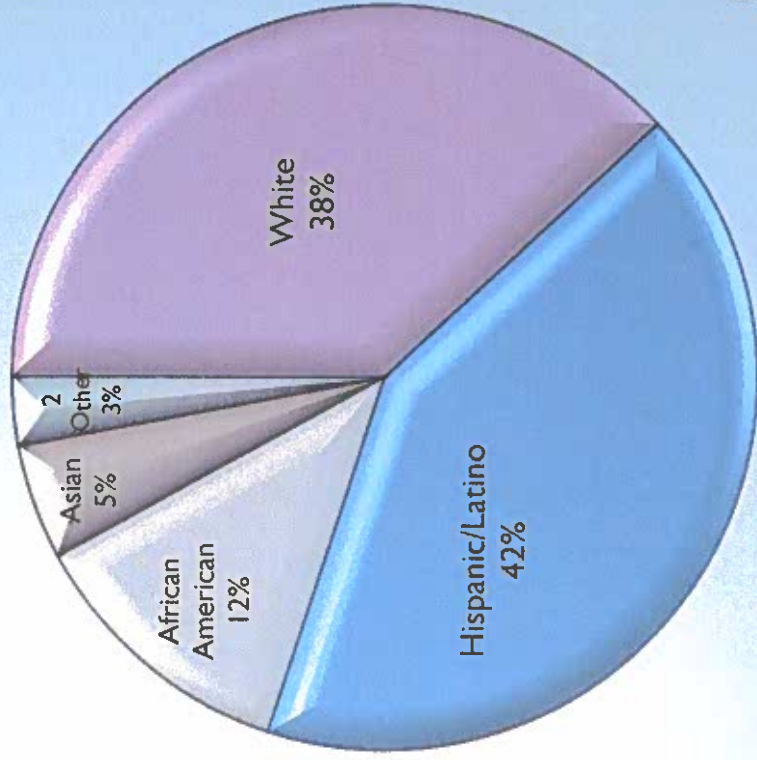


# STAFF DEMOGRAPHIC DATA – 120 EMPLOYEES

GENDER DISTRIBUTION  
AT THE STAFF LEVEL:



RACE/ETHNICITY DISTRIBUTION  
AT THE STAFF LEVEL:





# 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.

## **BOARD MEETING**

**July 15, 2020**

## **REGULAR AGENDA ITEM 7**

Confirm the next regular Board meeting date, time, and location.