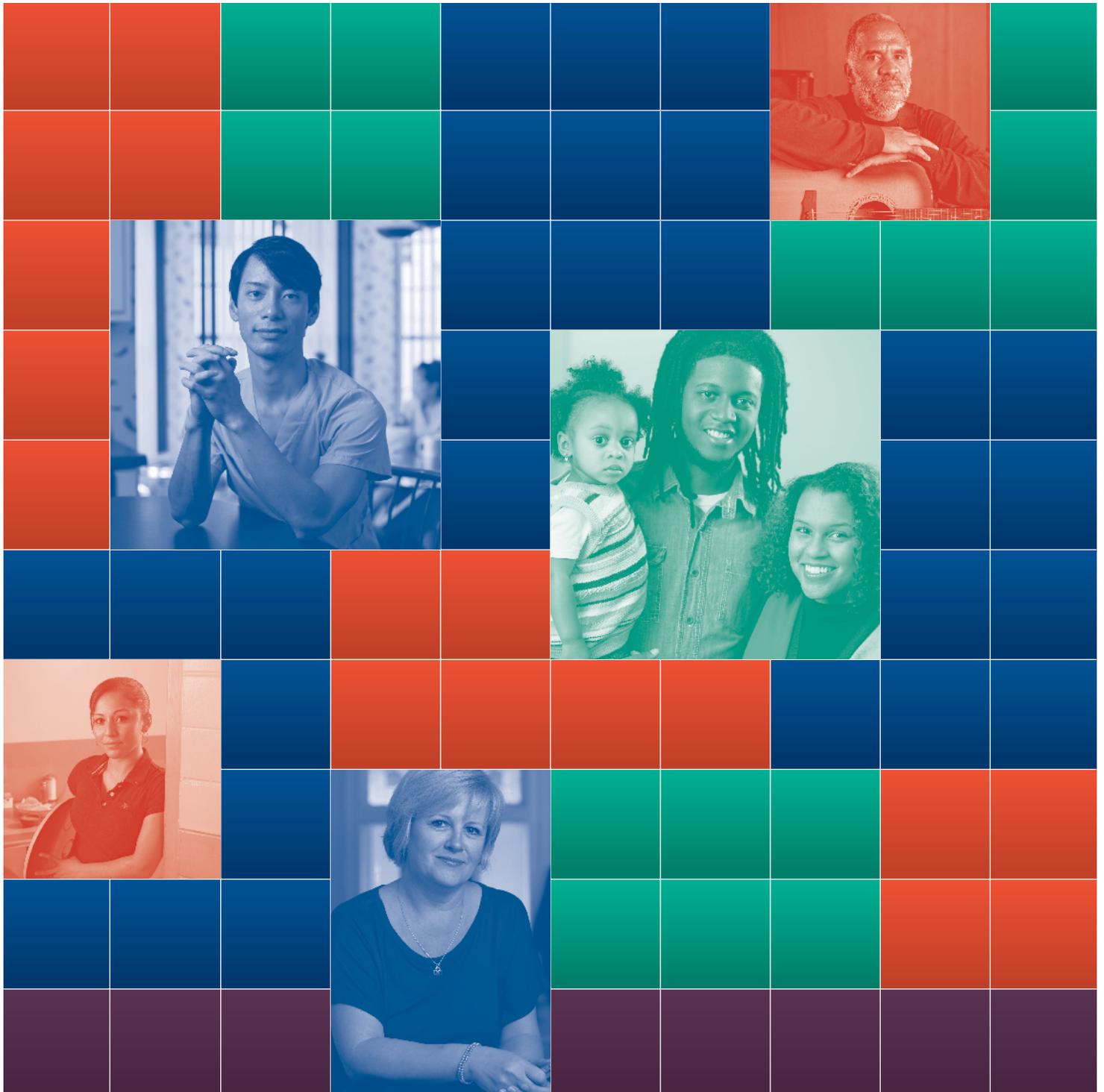


Executive Summary

2014–2016 Strategic Plan

Transforming to Meet the Opportunities and Challenges of the Next Three Years



Executive Summary

Organization Background

Central Health was created in 2004 by a vote of Travis County residents, as allowed under Chapter 281 of the Texas Health and Safety Code, to create access to health care services for vulnerable residents of Travis County. Central Health’s governing bylaws allow the district to:

- Furnish medical care for indigent and needy residents of Travis County
- Conduct educational activities to improve the quality of care rendered and to promote good health habits in the community; and
- Fulfill any other lawful purpose.

The work of Central Health is guided by our Vision, Mission and Values.

Vision → **Central Texas is a model healthy community.**

Mission → **We create access to health care for those who need it most.**

Values →

- Stewardship**
We maintain public trust through fiscal discipline and open and transparent communication.
- Innovation**
We create solutions to improve health care 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.



“Our new Strategic Plan is the culmination of months of planning and discussion. This plan will guide us as we expand and enhance access to health care for thousands of Travis County residents, and work toward achieving our ultimate vision of Central Texas as a model healthy community.”

Patricia A. Young Brown, President & CEO

Central Health’s work is centered on increasing access to health care services for individuals living at or below 200% of the federal poverty level (FPL) who are not covered by other programs or insurance. To this end, Central Health provides:

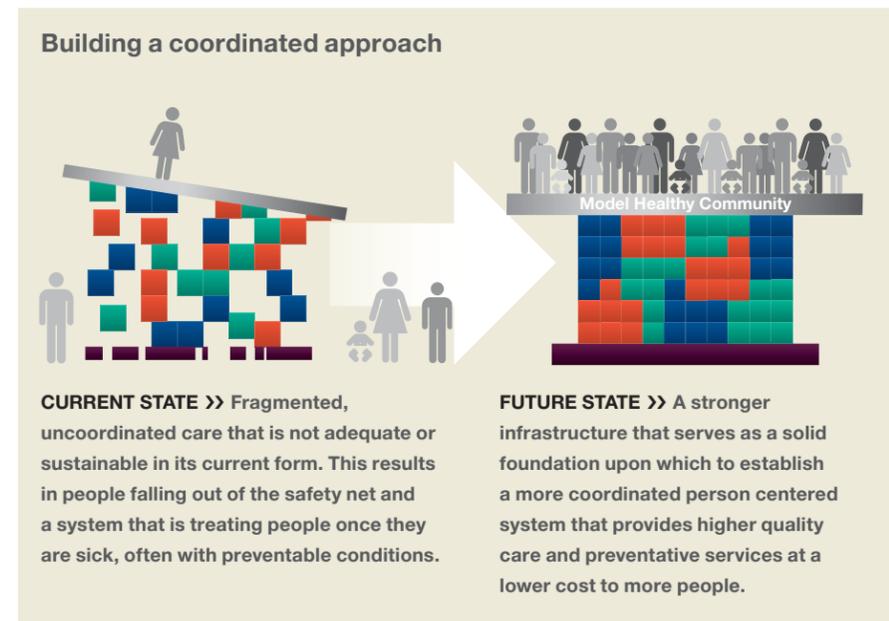
- Eligibility, enrollment, and application assistance services to identify any publically-funded program for which an individual/family may be eligible;
- Health care coverage through a local health benefit plan (Medical Access Program);
- Access to clinical care through a contracted provider network, including CommUnityCare, our Federally Qualified Health Center System;
- Ownership and/or management of healthcare facilities including University Medical Center Brackenridge (UMCB), a Level 1 Trauma Center, and its campus of related facilities, as well as a number of community health centers throughout the county which provide primary and urgent care services; and
- Support and oversight of Sendero Health Plans, a non-profit Medicaid Health Maintenance Organization.

To accomplish our work, Central Health partners with a multitude of public, non-profit, and private organizations across the community.

Strategic Plan Overview

Planning Process

Central Health develops a new strategic plan every three years to inform and guide our work and the development of our budget. Each plan is developed to prioritize work that addresses identified community needs, is informed by the evolving healthcare and policy environment, and considers available funding. While Central Health has historically focused on expanding access to care services, the FY14–16 Central Health plan marks a significant shift for the organization—focusing on not only increasing access to care, but transforming how that care is delivered in order to improve health outcomes. This shift is necessary to address the current inefficiencies and high cost of care as well as take advantage of historic opportunities that are promoting health care transformation.



Need for Change

The bold initiatives proposed in this plan were developed to help address the following five key issues:

- Lack of adequate access to critical services such as primary, dental, and behavioral health care, among others,
- Fragmented health care delivery system,
- Rise in preventable chronic conditions among the population,
- Shortage of health care providers, and
- Outdated physical infrastructure and lack of technological infrastructure

The current delivery system is not meeting the needs of the current target population, and with the Travis County population continuing to grow and age, simply increasing access within the current system will fall far short of adequately addressing needs.

Healthcare Environment

Health care is rapidly changing across the United States in response to a basic underlying issue—we, as a country, spend an enormous amount on health care, but the health of our people and our communities is not improving in proportion to the dollars invested. To create

a more sustainable system, we are moving away from fragmented, episodic, fee-for-service care that emphasizes treatment of illness to a system that focuses on improving health outcomes through accountable, value based care.

Central Health’s Strategic Plan responds to local, state and national forces of change including:

» **10 goals in 10 years**

This is an initiative conceived and led by Texas State Senator Kirk Watson to improve the local healthcare system.

» **Patient Protection and Affordable Care Act**

This law provides for data, tools, training, reimbursement, and coverage that support improvements in the health care system and the reduction in the number of individuals who are uninsured.

» **1115 Medicaid Transformation Waiver**

This is a federally funded program coordinated through the State of Texas that provides incentive payments for health care improvements, among other goals. This waiver provides the opportunity to match every \$1 of local funds with \$1.40 of federal funds.

» **Expanded Local Tax Dollars**

In 2012, Travis County residents supported an increase in taxes to improve and expand the local health care system.

To accomplish the work prioritized in this plan, Central Health will leverage local taxpayer funds to draw down federal funds in order to substantially expand the resources available to improve health. This plan lays out a bold vision for health care in Travis County and is organized under four foundational pillars approved by the Central Health Board of Managers—Health Care, Health Promotion, Health Coverage, and Health Infrastructure.



Health Care

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

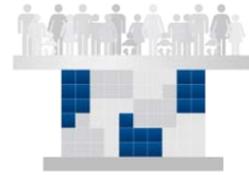
Under this foundational element, Central Health will increase access to care and implement innovative approaches to restructure and transform the health care delivery system to make services more effective, efficient, and responsive to the needs of our target population.

Initiative 1: Create the Community Care Collaborative in order to develop an integrated delivery system that is health-focused, patient-centered, data-driven, and accountable.

Initiative 2: Expand access to primary care, dental, specialty care, women’s health and behavioral health services.

Initiative 3: Continue to collaborate with community partners to create a plan for making Austin a center for comprehensive cancer care.

Initiative 4: Leverage the local public investment in health care by maximizing opportunities to draw down federal and state funds as available in order to support health care transformation projects.



Health Promotion

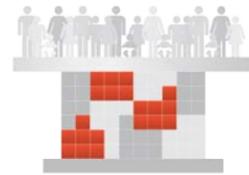
GOAL» Support the improved health of individuals and the community through implementing new health promotion activities, collecting and reporting community health indicators and establishing a Health Policy Council.

Under this foundational element, Central Health will partner with a broad range of community stakeholders to expand access to health promotion and prevention efforts that support community health.

Initiative 1: Support wellness and prevention strategies that enhance and align with CCC clinical services.

Initiative 2: Collaborate to identify and communicate key community health indicators in order to engage all sectors of the community to tackle the most pressing health challenges.

Initiative 3: Collaborate to establish a Health Policy Council which will develop health policies that help address the community’s most pressing health challenges.



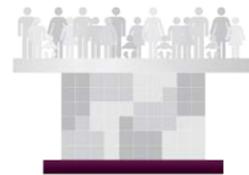
Health Coverage

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

Central Health will expand outreach and education services to help individuals access new coverage options available through the Affordable Care Act (ACA) and support our health maintenance organization as a Qualified Health Plan under the ACA.

Initiative 1: Expand eligibility and enrollment to assist Travis County individuals in obtaining new health coverage options.

Initiative 2: Support Sendero Health Plans in offering a local non-profit health care coverage option through the ACA Marketplace.



Health Infrastructure

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

Central Health will lead or collaborate with others to significantly upgrade the local health care infrastructure to support health care transformation and ensure we are prepared to meet the needs of our target population today and in the future.

Initiative 1: Support the creation of the Dell Medical School at the University of Texas at Austin in order to increase the local supply of providers, especially primary care providers, trained in evidence-based practices.

Initiative 2: Collaborate with the Seton Healthcare Family to plan the new teaching hospital that will provide one of the training locations for the medical residents of the new medical school while providing best-quality care to the Travis County population.

Initiative 3: Work with community partners to design the highest and best use of the existing UMC Brackenridge Campus in order to support the continuum of health care

services and maximize this valuable community resource.

Initiative 4: Open the Southeast Health and Wellness Center - a state-of-the-art health center that will provide access to a continuum of services including primary care, specialty care, integrated behavioral health care and dental services.

Initiative 5: Upgrade local health information technology in order to support improved care delivery, care coordination, reduced cost of care and measurement and reporting.

Initiative 6: Provide administrative coordination and reporting for the 1115 Waiver Regional Healthcare Partnership activities through our role as Anchor Entity.

For the first time, Central Health has incorporated metrics associated with each initiative in the plan. These metrics will be tracked and reported on to our Board of Managers.

Acknowledgements

Central Health uses our strategic planning process to establish priorities and set the direction for the organization, keeping in mind our mission and available resources, including the limits as to how they can be used. The Board of Managers and staff recognize that this plan will not resolve every unmet need in the community. The financing of all of the priorities in this plan depends upon achieving measurable improvement in a number of areas such as utilization of the emergency department and decreased hospital inpatient stays. For this reason, success depends upon Central Health staying sharply focused on the achievement of the initiatives identified in the FY14–16 strategic plan.

Due to the rapidly changing environment in which we are operating, this plan is what we know today to be the best course of action. In the coming years, we expect to make adjustments as appropriate to help keep us on course to achieve the bold vision articulated in this plan.

Plan Dedication



Rose Campbell Lancaster
1926–2013

The Central Health FY14–16 Strategic Plan is dedicated in memory of Central Health founding Board Member, Rose Lancaster. She was a devoted community leader who gave countless hours to improving the lives of vulnerable individuals in our community. Ms. Lancaster envisioned Central Health to be an organization that would not only provide care for individuals who are sick but also work to promote health and wellness. This plan makes her vision a reality.



For more information, visit any of Central Health's Web sites.

www.CentralHealth.net

Central Health's primary Web site. Find information about our history, our Board of Managers and Executive Leadership team, budget and financial documents, links to health care resources, health care planning updates and data, news and press releases, job openings, and more.

www.MedicalAccessProgram.net

Access information about MAP, Central Health's own health coverage program for Travis County residents at or below 100% of Federal Poverty Guidelines. Learn about the benefits, where to seek care, and more.

www.CHEligibility.net

Find out if you might qualify for MAP, or any of the other health plans offered by the State of Texas, including Medicaid and CHIP. You can also learn about the process for enrolling and details about the information necessary to begin.

www.TexasRegion7RHP.net

The home for 1115 Waiver related information, specific to Region 7, the region anchored by Central Health. The latest news and updates for participants, as well as essential information, forms and data is all available here.

www.CommunityCareCollaborative.net

A microsite for the Community Care Collaborative, with information about meetings and current projects.

