

2017

# Community Benefit Report

How the Dell Medical School and Central Health are using  
a transformative public investment  
to improve health in Austin and Travis County

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## **Central Health Proposition 1**

*Approved by Travis County voters Nov. 6, 2012:*

Approving the ad valorem tax rate of \$0.129 per \$100 valuation in Central Health, also known as the Travis County Healthcare District, for the 2013 tax year, a rate that exceeds the district’s rollback tax rate. The proposed ad valorem tax rate exceeds the ad valorem tax rate most recently adopted by the district by \$0.05 per \$100 valuation; funds will be used for improved healthcare in Travis County, including support for a new medical school consistent with the mission of Central Health, a site for a new teaching hospital, trauma services, specialty medicine such as cancer care, community-wide health clinics, training for physicians, nurses and other health-care professionals, primary care, behavioral and mental health care, prevention and wellness programs, and/or to obtain federal matching funds for healthcare services.

# Introduction



Mike Geeslin  
President and CEO, Central Health



Dr. Clay Johnston  
Dean, Dell Medical School

## Achieving a Shared Goal of Better Health

The start-up Dell Medical School at The University of Texas at Austin is an active partner with Central Health — the health care district serving Travis County — in our shared goal of better health for the people of Austin and Travis County, especially those with low incomes or without insurance.

In 2014, the University of Texas created the medical school with an ongoing \$35 million annual investment from the Community Care Collaborative (CCC), the nonprofit partnership of Central Health and Seton Healthcare Family, which is a member of Ascension. That happened less than two years after Travis County voters approved a tax increase to create and support the school and other health-related priorities. Dell Med is a conscientious and transparent steward of these critical funds.

Starting from scratch and with our community constantly in mind, Dell Med is rethinking every part of traditional academic medicine. Working together, Dell Med, Central Health and Seton create new models of care that improve outcomes for patients, improve health, increase prevention and allow taxpayer funding to serve more people more effectively. As part of this partnership, Dell Med is working closely with the CCC to implement these models of care in hospitals and community health centers serving the underserved.

Our young partnership is already creating positive results that show the investment in the school is working for our community. Dell Med is improving health and increasing access for those who need it the most:

- **More Community Physicians:** Through Dell Med and Seton's expanding graduate medical education program, the number of medical residents and fellows providing care in Travis County clinics and hospitals grew from 218 in 2012 to 287 today; it is projected to grow past 300 by 2020.
- **Med Students Working in the Community:** All 50 of the medical students in the first class are working in safety-net hospitals and clinics.

Several of the students lead volunteer efforts to improve health across the community, especially among the underserved. The second class of 50 medical students, chosen from more than 4,800 applicants, has begun its studies.

- **More Access to Prenatal Care Services:** Dell Med's Department of Women's Health is re-designing perinatal care for underserved women. Through the redesign, every patient accessing prenatal care benefits from a high standard of care and receives an examination from a physician and comprehensive ultrasound services — regardless of her ability to pay. Every woman is scheduled for a post-partum follow-up appointment with a physician, and 79% of women have kept those appointments.
- **Mental and Behavioral Health Focus:** Dell Med works with a wide range of state and local partners to change the way the community cares for those experiencing mental health issues. This work includes integrating mental health care into primary and specialty care to make these services more accessible.
- **Grass-Roots Ideas Driving Better Health:** Dell Med's Center for Place-Based Initiatives collected nearly 100 ideas from the community for addressing serious health priorities. Ten of those ideas are now being developed by the Department of Population Health.
- **Disease Treatment and Research:** Dell Med recruited academic leaders specializing in cancer, neurological disease and mental health — all areas of need in our region.

These examples illustrate Dell Med's benefit to the community and its significant progress during the past year. There are more — some shown in this report, and many others that will take shape as Dell Med, Central Health and Seton continue to develop their partnership and find new ways to help people get well and stay healthy.

# How Dell Med Puts Community Funding to Work

Every year, in accordance with Proposition 1 — the ballot measure Travis County voters approved in 2012 that supports the school and other health-related priorities through a higher tax rate — Dell Med receives \$35 million in funding from the CCC that is guaranteed by Central Health.

An Affiliation Agreement, signed by Central Health and UT Austin, governs how Dell Med works with Central Health — acknowledging the school's start-up nature and the importance of the community's support.

The University of Texas at Austin's first obligation, in exchange for the public funding, is to "develop, own, and operate" Dell Med. The Affiliation Agreement's permitted investments describe activities to be supported by the \$35 million payment that further the respective missions of Central Health, the CCC and Dell Med.

## These permitted investments include:

- The enhancement of medical services for residents of Travis County;
- Directly or indirectly increasing the health care resources available to provide services to Travis County residents;
- The discovery and development of new procedures, treatments, drugs, and medical devices that will augment the medical options available to Travis County residents;
- The development and operation of collaborative and integrated health care for Travis County residents; and
- The provision of direct operating support that will be used to facilitate and enhance the:
  - ◆ Development, accreditation, and on-going operation of the school and its administrative infrastructure,
  - ◆ Recruitment, retention, and work of the Dell Med faculty, residents, medical students, researchers, administrators, staff, and other clinicians, and
  - ◆ Other related activities and functions.

Over the past three years, as Dell Med has progressed through its start-up phase, the school has used this local funding to launch and build out programs that will define its work to create a model healthy city and community in Austin and Travis County. This money is carefully tracked, and Dell Med uses it exclusively for purposes consistent with Central Health's mission and compliant with the Affiliation Agreement.

As demonstrated in the financial tables (next page), this money helps grow programs and initiatives that align with the public's goals and priorities, including:

- **More medical education**, reflecting the additional students and physicians the school is training in the community;
- **The development of clinical programs** in areas of need; and
- **The establishment of core initiatives** around priorities like improved cancer care and the creation of health care value — defined as better outcomes for patients at lower cost.

More information on how Dell Med departments and institutes are using these funds can be found later in this report.

The school responsibly manages the public funding it receives. As a result, Dell Med's fund balance grew during the past three years. These funds are committed, as part of the budgeting process, to supporting the school's growing capacity and scope of work, consistent with the permitted uses in the Affiliation Agreement.

As with most medical schools, compensation is Dell Med's largest budget item. Comparisons to local and national peers ensure that salaries are in line and competitive with medical schools across the country. Leaders, faculty and staff who are paid with public funds work to increase the number of providers available to our community and bring significant expertise to improving care in Travis County and Central Texas, especially for underserved residents.

As Dell Med continues to grow, it will attract more and more resources from a wide variety of sources — many of which will further support innovations that fulfill Central Health's mission, improving care in tangible ways people feel. These resources, and the care improvements they create, will be among the most important dividends of the community's unprecedented decision nearly five years ago to invest in a medical school.

## Use of Local Public Funds by the Dell Medical School

In accordance with a 2012 voter referendum, the Dell Medical School receives \$35 million a year from the Community Care Collaborative, which is guaranteed by Central Health. This money is used exclusively for purposes consistent with Central Health's mission and its Affiliation Agreement with The University of Texas at Austin.

This table shows that, as with most medical schools, salaries comprise most of Dell Med's costs. Unspent funds have been budgeted for future costs that are critical to the school's growth and called for in the Affiliation Agreement with Central Health.

Dell Medical School Use of CCC/Central Health Funding, in Millions (as of July 2017)				
Income received from Central Health	FY 13-14	FY 14-15	FY 15-16	FY 16-17 <sup>(1)</sup>
Balance Forward	-	\$35.0	\$64.3	\$76.2
Current Year Central Health Funds <sup>(2)</sup>	\$35.0	\$35.0	\$35.0	\$35.0
<b>Total Income</b>	<b>\$35.0</b>	<b>\$70.0</b>	<b>\$99.3</b>	<b>\$111.2</b>
<b>Expenses (used exclusively for purposes consistent with Central Health mission and Affiliation Agreement)</b>				
Compensation & Employment-Related Expenses <sup>(3)</sup>	-	\$5.7	\$23.1	\$46.1
Information Technology Equipment and Software	-	-	-	\$0.1
<b>Total Expenses</b>		<b>\$5.7</b>	<b>\$23.1</b>	<b>\$46.2</b>
<b>Remaining Balance</b>	<b>\$35.0</b>	<b>\$64.3</b>	<b>\$76.2</b>	<b>\$65.0</b>
Employees	22	81	200	339

(1) Projected as of 6/30/17. Assumes receipt of annual \$35 million payment from Central Health in Fiscal Year 2016-17.

(2) Payments from Central Health and the CCC are received in August, at the very end of every fiscal year. While this increases Dell Med's fiscal year-end balance, the school functionally cannot access that \$35 million payment during that fiscal year.

(3) Employment-Related Expenses include coverage of malpractice, background checks, cellular device reimbursement and temporary staffing. Amount in Fiscal Year 2017 includes encumbered compensation for the remainder of the year.

This table shows detailed, department-by-department spending comprising the "Total Expenses" line in the overview table above. It demonstrates that as new programs are established, departments doing clinical, mission-oriented work receive an increasing amount of funding.

Total Expenses by Department, in Millions	FY 14-15	FY 15-16	FY 16-17
Dean's Office <sup>(4)</sup>	\$2.3	\$3.4	\$4.7
Medical Education	\$0.9	\$4.4	\$6.1
Surgery & Perioperative Care	\$0.7	\$ 3.1	\$5.3
Women's Health	\$0.2	\$1.5	\$3.9
Pediatrics	\$0.3	\$1.6	\$3.4
Neurology	-	\$0.3	\$2.5
Psychiatry	-	\$0.3	\$2.1
Population Health	-	\$0.5	\$1.8
Internal Medicine	-	\$0.2	\$1.1
Healthcare Solutions	-	\$0.7	\$0.9
<b>LIVESTRONG Cancer Institutes</b>	-	-	\$0.8
Diagnostics	-	-	\$0.3
Clinical Affairs	-	\$1.2	\$3.4
Business Affairs	\$0.7	\$2.0	\$2.5
IT, Product & Regional Innovation	\$0.4	\$1.6	\$2.5
Value Institute	-	\$0.4	\$2.3
Design Institute	\$0.2	\$1.3	\$2.0
Health Disparities	-	\$0.6	\$0.6
	<b>\$5.7</b>	<b>\$23.1</b>	<b>\$46.2</b>

(4) The Dean's Office expenditures include costs for senior leaders, communications and community outreach, development and other key personnel that allow the school to function.

# Dell Med's Direct Benefit

The Affiliation Agreement outlines the path by which the public and Central Health's investment will support Dell Med as it hires experts and launches programs, offerings and initiatives to pursue the partners' shared goals — including facets of the school's development and growth that create healthier Travis County communities. Through its departments and institutes, Dell Med serves as a catalyst, accelerating and facilitating the creation of a better system alongside collaborators dedicated to improving health with fresh, creative models of care.



Dr. Susan Cox

## Medical Education

Dell Med's innovative medical education programs — directed by Dr. Susan Cox, the school's Executive Vice Dean for Academics and Chair of Medical Education — represent the cornerstone of efforts to help Dell Med become a first-class medical school that is commu-

nity-focused and nationally recognized. In its first phase, and consistent with the Affiliation Agreement, Dell Med established its curriculum, launched the accreditation process, assumed sponsorship of medical residency programs in Travis County, and expanded those programs.



A care provider attends to a patient at the student-run C.D. Doyle Clinic in downtown Austin.

## Medical Students Working in the Community

Increasing the number of physicians in the community — providers who are focused on patients' diverse needs — is a primary reason Travis County voters approved the proposition in 2012 to create and support the medical school. Dell Med and Central Health are working to fulfill that promise.

The school's from-scratch curriculum was designed with the community in mind — making special use of relationships with providers such as CommUnityCare Health Centers that serve people regardless of their ability to pay (see Appendix for a chart outlining Dell Med's curriculum).

Dell Med's inaugural class, now in its second year of studies, is already working in clinical settings supported by Central Health, receiving first-hand experience working within the safety-net health care system under supervision of the school's faculty. This early clinical component is an important differentiator for Dell Med's curriculum: in an effort to get students into clinics and hospitals as quickly as possible, the school compressed the first two years of classwork into one year.

The curriculum emphasizes problem-based learning, highlighting population health, social determinants and the needs and circumstances of people who are uninsured, economically disadvantaged, racial and ethnic minorities, children, elderly, experiencing homeless and struggling with chronic health conditions. From the outset, Dell Med hones skills and emphasizes attitudes necessary to provide patient-centered and culturally competent care. It also stresses team-based learning, conducting lessons alongside faculty and students from the university's Pharmacy, Nursing and Social Work schools. This approach creates a pipeline of skilled health care workers who will be much better equipped to meet the wide-ranging needs of the community.

## Medical Residents Working in the Community

In addition to creating an educational foundation for these medical students, Dell Med has assumed responsibility for graduate medical students, also known as residents and fellows. Residents and fellows are physicians who provide care under the supervision of a Dell Med faculty member. In Travis County, they serve the community — including people with low incomes or without insurance — in places such as CommUnityCare clinics, Dell Seton Medical Center at The University of Texas, Dell Children's Medical Center of Central Texas and Seton Shoal Creek Hospital.

The number of residency spots — which are funded primarily through a partnership with Seton — has grown dramatically since the medical school was created. In 2012, there were 218 residents working in Travis County. Today, because of Dell Med and the

increasing investment of Seton, 287 residents and fellows are located in Travis County. That number is expected to grow to more than 300 by 2020.



Dell Medical School residents provide care under the supervision of faculty at clinics across Austin and Travis County.

- These residents work in nearly 60 different settings across Central Texas — including the Central Health Southeast Health & Wellness Center on Montopolis Drive, where they track quality improvement metrics for diabetes and hypertension.
- There are six Dell Med residency programs operating in CommUnityCare clinics: Internal Medicine, Family Medicine, Obstetrics and Gynecology, Pediatrics, Psychiatry and Dermatology. These programs include 130 residents and 49 faculty from Dell Med.
- Dr. Alan Schalscha, CommUnityCare’s Chief Medical Officer, is also a Dell Med faculty member.

The strong and growing cohort of faculty supervising residents provides excellent care to patients now. This model will bring additional physicians to Central Texas and increase the probability that they will practice in these community settings. According to the Association of American Medical Colleges, 80.6% of medical residents who completed both medical school and their residency in Texas continue to practice in Texas.

### Creating Benefit as the School Grows

Much of Dell Med’s promise lies in the departments that plan innovative ways to improve access to care and overall health for people with low incomes or no insurance. Dell Med achieves this promise through leaders who work directly with the community and Central Texas physicians, as well as through partnerships with institutions such as Central Health and the CCC.

Here are some highlights from the past year, along with plans for the year to come:

### Department of Surgery & Perioperative Care

The Department of Surgery & Perioperative Care, which is chaired by Dr. Kevin Bozic, took the lead last year on a transformative pilot project around musculoskeletal care for people with low incomes or no insurance who suffer from painful knees, hips and hands. Working in conjunction with the CCC, Seton and community physicians, the project increased appropriate access to orthopedic specialists, improved health outcomes for patients and eliminated what had been waits of a year or more. Similar projects are now being considered for contracting by Central Health and the CCC.



Dr. Kevin Bozic

Broader work has included systematically building a culture of collaboration and focusing on the needs of underserved residents for specialty care access. For example, the department, in part through the work of Dr. Stuart Wolf, Associate Chair of Clinical Integration and Operations, convened primary care providers and specialist physicians — especially those who work in CommUnityCare Health Centers and other neighborhood clinics — to help corral resources, streamline referral processes and design better services, all of which will improve access to care that is appropriate for patients.

### Department of Women’s Health

In May 2016, Dr. Amy Young, Chair of Women’s Health, worked with Central Health and the CCC to implement a restructured system of prenatal and postnatal care for women served by CommUnityCare facilities. The goal was to make integrated and better-coordinated care more convenient for women — tailoring it to their needs, circumstances and conditions.



Dr. Amy Young

Now, every woman who comes into the redesigned system receives, on her first visit, a dating ultrasound and a standardized examination delivered at a newly designed center of excellence. These, in many cases, create better access to physician screenings than was previously offered — helping more accurately determine potential health risks and challenges through the pregnancy.



Providing care in the community.

Care is then provided in a way that reflects both the health issues and challenges associated with that specific pregnancy, along with the mother’s day-to-day life and needs.

- Every woman in the program is scheduled for a post-partum appointment with a physician.
- 79% of patients have kept those appointments.

In addition, the Department of Women’s Health has launched a team-based, patient-centered clinic focusing on pelvic floor disorders such as urinary or fecal incontinence, pelvic organ prolapse and bladder pain — all areas of need for women in Travis County’s safety-net health care system. As part of the clinic, the department also has created access to in-house pelvic floor physical therapy services.

These health concerns are not uncommon — one-fourth of adult U.S. women report at least one pelvic floor disorder, according to a 2014 study published in the journal *Obstetrics & Gynecology* — and they can take a significant toll on how women live. Yet such issues are often highly stigmatized, which means women might not be able to access care or even seek it.

### Department of Population Health



Dr. William Tierney

The Department of Population Health — led by Dr. William Tierney — is working to enhance access to primary health care and address the social determinants of health.

Through one project, the department is working with community health centers to establish

Community-Centered Health Homes in primary care clinics. These team-based care programs would focus on a range of factors that impact health outcomes, including preventive health.

The Department of Population Health began work on a Household Level Assessment (HoLA) in June. Through the assessment, people working with the department will knock on every door in a pilot neighborhood to evaluate the health of that household — and, where necessary, get help for people who need it. The project, expected to last about six months, will be a sweeping collaboration including several Dell Med departments, other university units and people in the community.

### Department of Internal Medicine

One of the newest departments at Dell Medical School, the Department of Internal Medicine, is working with CommUnityCare administrators to recruit new doctors whose areas of focus align with community needs.



Dr. Michael Pignone

Chaired by Dr. Michael Pignone, the department also is working to make care more efficient and effective. For example, with the CCC, it is launching a pilot program focused on increasing the rate of colon cancer screening at CommUnityCare clinics by introducing a less invasive, mail-based alternative to the traditional colonoscopy.

### Department of Neurology

There are about 29,000 people with Alzheimer’s disease or dementia in Travis County, according to the medical school’s estimates. Yet there are no local or regional centers of excellence in this area. Dell Med’s Department of Neurology is working to change that.

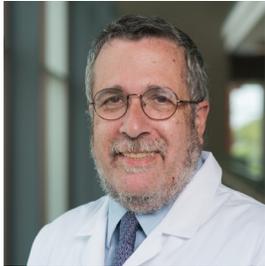


Dr. David Paydarfar

In December 2016, Dell Med announced a \$50 million donation from James and Miriam Mulva and the Mulva Family Foundation to create the Mulva Clinic for the Neurosciences, which focuses on improving neuroscience research and redesigning care around patient and family needs. The Mulva Clinic’s initial programs, which are expected to launch later this year, will focus on areas including cognitive impairment/Alzheimer’s disease, spine health and bipolar disorder, with plans to work toward care and research programs for Parkinson’s disease, stroke and multiple sclerosis.

In addition, the Department of Neurology, led by Dr. David Paydarfar, is building early-intervention strategies for people with mild cognitive impairment. These are designed to improve long-term outcomes, reduce costs and create value for patients, in some cases by helping them stay in their homes longer.

### Department of Pediatrics



Dr. Steven Abrams

Every day, Dell Med faculty pediatricians provide direct care at a number of locations — including CommUnityCare clinics, People’s Community Clinic, Dell Children’s Medical Center of Central Texas and Seton Medical Center Austin — while also serving as thought leaders and advocates on issues tied to

children’s health. Faculty experts such as Dr. Steven Abrams, Chair of the Department of Pediatrics, also shape federal nutrition assistance programs that serve eligible Texans with low incomes.

A focus on underserved populations guides programs such as CenteringParenting, a multi-faceted, group-focused approach to well-child care for new mothers. Run by faculty in the department’s pediatric residency program, CenteringParenting provides babies with the standard exams and vaccines delivered in a traditional clinic while building support for new mothers.

The department also is bringing on three new pediatricians, in partnership with CommUnityCare, to address unmet needs of Travis County infants, children and adolescents in clinics closer to where they live. And in the coming year, the Department of Pediatrics will partner with health care providers, nonprofit community groups and other university academic units to:

- Create an autism diagnosis and referral program;
- Plan for a clinical research facility;
- Expand services for transgender children; and
- Collaborate with food centers.

### Department of Diagnostic Medicine



Dr. R. Nick Bryan

The Department of Diagnostic Medicine, designed to uniquely incorporate traditional pathology and radiology services, will be one of Dell Medical School’s newest academic departments. With Dr. R. Nick Bryan as Chair, the department is looking to build an infrastructure to make ser-

vices more appropriate and convenient for all Austin residents, especially the underserved.

Over the next year, the department will work almost exclusively with radiologists and pathologists already practicing in Austin to rethink diagnostic medicine. The patient-centered infrastructure they envision would allow patients to take tests in the most convenient location possible, avoid multiple trips and be able to schedule diagnostic tests quickly and efficiently. The department is committed to working with community partners such as the CCC to ensure infrastructure is set up so entire populations within Austin may experience the most appropriate care possible.

### LIVESTRONG Cancer Institutes and the Department of Oncology

According to the 2017 Critical Health Indicators report issued by Austin Public Health, cancer is the leading cause of death in Travis County.



Dr. S. Gail Eckhardt

The LIVESTRONG Cancer Institutes, which welcomed Dr. S. Gail Eckhardt as their inaugural Executive Director in September 2016, are already working closely with Central Health, the CCC, the LIVESTRONG Foundation, Seton and the Central Texas cancer care community to develop a collaborative and patient-centered framework for improving cancer care, and improving access to that care, in Travis County.

The institutes, Dell Med and partners such as the CCC and Seton have a particular focus on increasing access for people with low incomes or no insurance — reducing or even eliminating patient waiting lists — while expanding patient support resources. Current efforts include developing new models for cancer detection, prevention, treatment, education and research, specifically for uninsured and underinsured populations.

Dell Med also recently launched its new Department of Oncology, for which Eckhardt serves as Chair. The department will focus on advancing the full spectrum of cancer education, research and care in Austin and Travis County. Eckhardt’s enterprise strategy involves ramping up cancer research locally to improve both access to care and patient quality of life. That includes expanding, enhancing and connecting cancer research underway at the university.

## The Design Institute for Health



Stacey Chang

The Design Institute for Health, a unique collaboration between Dell Med and the UT Austin College of Fine Arts, practices a human-centered design approach that actively invites new voices to co-design solutions to health system challenges. The Design Institute, led by founders Stacey Chang and Beto Lopez, seeks out partners in every part of the community, especially patients, to gather perspectives about how to design to the specific needs within the community.



Beto Lopez

Earlier this year, the CCC and RideAustin received a \$50,000 grant from Capital Metro to develop a pilot program through which eligible Travis County residents

will be able to request rides to and from medical appointments. The Design Institute was brought into the effort to better understand and address the CCC patient population's specific needs, and to translate those needs into new ideas about how this program could improve upon existing voucher programs. The program, scheduled to launch this fall, represents the continuing evolution of the Dell Medical School's contribution to improving the health of Travis County's low-income and uninsured residents.



A prototype community café where food, health and art come together to explore how to address community health challenges.

## Value Institute for Health and Care

In support of Dell Med's commitment to improve the health of people in Travis County through its work with Central Health, the CCC and Seton, the Value Institute guides outcome- and cost-measurement efforts for Dell Med's clinical services. Care from clinical teams

will be defined by the health outcomes that matter most to patients.

Led by founders Dr. Elizabeth Teisberg and Scott Wallace — both national leaders in the growing field of value-based care — the institute also develops and delivers education on high-value health care strategy for clinical and administrative leaders. The institute's courses offer health care leaders in Central Texas specific tools to implement value-based care.



Dr. Elizabeth Teisberg



Scott Wallace

Additionally, the institute is exploring ways to provide strategic resources to Central Health and the Community Care Collaborative and their clinical initiatives as they plan for the transformation toward a value-based system that will work better for all.

## The Center for Health Communication

The Center for Health Communication at UT Austin, a partnership between Dell Medical School and the Moody College of Communication, is another example of the synergistic power that comes from having a medical school on a top-tier research campus. The center focuses on making people and populations healthier by making health-related information more widely available, more accessible, easier to understand and more engaging. The center works on projects ranging from interpersonal communication to the design of mass-media campaigns.



Dr. Michael Mackert

The center, led by Dr. Michael Mackert, does this in part by partnering with Central Texas government agencies and nonprofit entities on communication strategies that improve health and reduce disparities. The center also is assisting with messaging for the Texas Women, Infants and Children nutrition program, and it is helping develop a tobacco control campaign for The University of Texas System.

The center, led by Dr. Michael Mackert, does this in part by partnering with Central Texas government agencies and nonprofit entities on communication strategies that improve health and reduce disparities. The center also is assisting with messaging for the Texas Women, Infants and Children nutrition program, and it is helping develop a tobacco control campaign for The University of Texas System.

## Community Service

Dell Med students and residents have become an important resource for community service. Dell Med leaders estimate that the school's students volunteered

more than 3,500 hours across the community during their first year of studies, including more than 1,300 hours in health care settings. Those annual numbers will continue to compound as additional classes are added.

- This year, about 55 first-year and second-year Dell Med students volunteered more than 700 hours operating and staffing the C.D. Doyle Clinic, an eight-year-old free health clinic run by students that offers a medical home for people who live on Austin’s streets.
- Students also work with high-school students through a program at an alternative high school in Austin that encourages creative artistic expression.
- A group of Teach for America veterans in Dell Med’s first class implemented a program to teach science and pre-health professions at Travis High School.

The Department of Population Health also has created a clerkship in primary care, family and community medicine for second-year and third-year medical students. It includes substantial engagement in places such as CommUnityCare clinics — training students to promote health while they learn about its social determinants, all in neighborhood settings and with community members invited to participate.



Students at one of 2017’s Health Sciences Summer Camps examine a model of a skeleton.



Dr. Reginald Baptiste

In addition, for the past three summers, Dell Med has hosted camps at which middle school and high school students from Travis County districts learned about health professions through talks with experts and hands-on demonstrations and experiments. The camps have been free for students and families.

Dr. Reginald Baptiste, Dell Med’s Director of Pre-Health

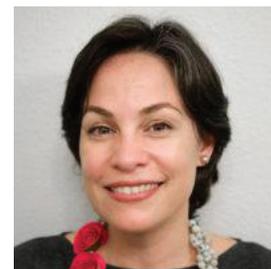
Professions, led the school’s creation of the camps, and he collaborates with Austin ISD and other Central Texas school districts in developing programs and attracting students. The camps have grown to include 200 students, providing experiences that range from earning CPR certification to participating in lab rotations. These activities take place in the same clinical simulation labs where medical and nursing students are trained. The school also created a year-long program last year for high school students who participated in the summer camp. It features speakers on topics such as emergency medicine, infertility and pathology, and discussions about subjects such as community activism, community projects and SAT test prep.

## Community Health Planning and Support

Dell Med leaders, many of whom have been recruited from across the country, have chosen to come to Travis County specifically because they are motivated by and committed to Dell Med’s mission and goals of improving the health of this community. Their work is reflected in a range of activities designed to benefit underserved people living in every part of Travis County.

### Grassroots Ideas to Improve Health

The school’s Center for Place-Based Initiatives, a unit within the Department of Population Health led by Dr. Lourdes J. Rodríguez, last year put out its inaugural Call for Ideas — an invitation for people in every part of Central Texas to provide grassroots ideas about ways to improve health in the community.



Dr. Lourdes J. Rodríguez

The center is now actively developing 10 projects, working with originators to test their ideas in the community and evaluating how they improve people’s health. These projects — some of which will begin this fall — include:

- **A homeless health equity curriculum** to educate social workers, medical professionals, law enforcement and others about the unique needs of people experiencing homelessness.
- **A peer-mentored adolescent mental health support** program to help young adults who struggle with mental health issues.
- **A mobile teaching kitchen and food truck** that meets people in their communities and provides nutritional education and cooking instructions.

- **Geriatric dental care** programs that test methods to improve dental care in senior living facilities.
- **Health equity advocacy platforms** that allow the community to share experiences about the effects of inequity in Austin and assess the impact and effectiveness of equity tools created for the community.
- **A refugee health needs assessment**, providing data to help providers and policy makers make more-informed decisions about refugee health services and programs.



The Center for Place-Based Initiatives team regularly attends community events.

### Transforming Mental Health

Dell Med’s Department of Psychiatry works with a wide range of community partners, including the CCC and Integral Care — the agency charged with providing quality, community-based services for Travis County residents with brain-based disorders — to integrate mental health services around the needs of patients. The department’s priority is mental health care for the public in Austin and Travis County.

The pending redevelopment of the Austin State Hospital campus has created a platform for this community transformation. The mental health facility is in a state of significant disrepair, requiring improvements that could cost hundreds of millions of dollars. Rather than invest such sums in obsolete and less-effective mental health care models, state Sen. Kirk Watson,

who represents most of Austin, has proposed redeveloping the campus in a way that provides both better care in the community and models of better care for the state.



Dr. Stephen Strakowski

Dr. Stephen Strakowski, Chair of Psychiatry, has been a key partner in this effort, working with a wide variety of government agencies, mental health providers and other partners to design systematic changes focused on better outcomes for people

who rely on this care. During the most recent session of the Texas Legislature, he worked with Sen. Watson to secure funds to help plan the redevelopment of the hospital and rethink its role in the region’s mental health care system.

The department is also partnering with Integral Care, an affiliate of Central Health, to jointly launch a clinic this fall that will provide high-quality care for young people with bipolar disorder. A major goal of the project is to demonstrate that Dell Med’s innovative model, which is oriented around evidence-based care for patients, can be successfully implemented in a public, Medicaid-dependent system. This partnership leverages community expertise with the patient population and helps ensure patients continue to receive better coordinated and more effective care in the community without having to seek it out in hospitals and emergency rooms.

### Engaging Community Voices on Health Disparities

Through community members and a range of activities, Dell Med is working to bring different perspectives to the school’s work. One of the most significant efforts is the Department of Population Health’s 2016 initiative to form the Community Strategy Team.

This team consists of nine grassroots leaders, connectors and advocates dedicated to helping the Dell Medical School community rethink strategies for meeting the health needs of underserved and vulnerable populations. These leaders represent historically underserved communities most directly impacted by social and health inequities.

The Community Strategy Team offers input to Dell Med regarding community initiatives, program development, strategic planning, and faculty and staff recruitment. It also has assisted with the school’s policies and procedures — including in communications, community involvement and strategies — and provided substantial feedback on the Center for Place-Based Initiative’s Call for Ideas.

In addition, Dell Med’s Health Disparities Team partnered with Huston-Tillotson University to host community dialogues covering issues such as mental health, sickle cell disease, diabetes and domestic violence.

As part of a research project, the team also conducted mental health screenings at churches, barbershops, local health fairs and other settings across Austin and Travis County using an innovative emotional health screening tool designed to assess mental health and wellbeing.

# APPENDIX:

## **Reflecting Our Diverse Community**

Dell Med deliberately focuses on diversity because this priority is consistent with the community the school serves. Accountability begins in the Dean's Office and cascades to senior leaders and the entire organization.

The school formed the Office of Diversity, Equity and Inclusion (ODEI) to recruit and retain faculty, staff, students and trainees who reflect the diversity of the City of Austin and Travis County.

ODEI is exploring new mentorship pathways with local universities and community colleges, including St. Edwards University, Austin Community College and Huston-Tillotson University. These initiatives include a monthly dinner program that connects local undergraduate students with Dell Med mentors, along with open houses for college students to learn tips on navigating the medical school application process.

The school also is working to broaden the leadership role in this area to include all aspects of health and health care under a new Associate Dean of Health Equity. This new leader will work across Dell Med to align and bolster departments such as Population Health, Women's Health, Psychiatry and Surgery & Perioperative Care that are already increasing access to care for Central Health's patient population.

## Bringing National Leaders to Improve Health in Travis County

Since the Dell Medical School opened, its community-focused origins and distinct mission have attracted health care leaders from around the country who want to help improve the way communities receive care. Here are some who have joined the school over the past year:

### S. Gail Eckhardt, MD

Associate Dean of Cancer Programs  
Director, LIVESTRONG Cancer Institute  
Chair, Department of Oncology  
Professor of Internal Medicine



S. Gail Eckhardt, a cancer educator and research innovator, is the Director of the LIVESTRONG Cancer Institutes of the Dell Medical School and Chair of the Department of Oncology. She oversees the creation of a transdisciplinary cancer research program at the university: one that will lead to new models of prevention, treatment

and patient-centered cancer care and new models for teaching and training future physicians.

Dr. Eckhardt came to Dell Med from the University of Colorado Denver's Anschutz Medical Campus, where she led the Division of Medical Oncology for eight years. She graduated from the University of Texas Medical Branch in Galveston and, before moving to Colorado, served as associate director of clinical research at the Cancer Therapy and Research Center, Institute for Drug Development, in San Antonio.

### C. Martin Harris, MD, MBA

Associate Vice President of the Health Enterprise  
Chief Business Officer  
Professor of Medicine



C. Martin Harris is Associate Vice President of the Health Enterprise and Chief Business Officer at the Dell Medical School. He previously served as a Practicing Physician in the Department of Internal Medicine and Chief Information Officer at Cleveland Clinic, where he oversaw the strategic development of the organization's integrated

information technology infrastructure.

Dr. Harris was appointed to the U.S. Department of Health and Human Services' Health Information Technology Standards Committee. He is past chairman of the Healthcare Information and Management Systems Society (HIMSS) and co-author of *IT's About Patient Care: Transforming Healthcare Information Technology the Cleveland Clinic Way*.

### David Paydarfar, MD

Chair of Neurology  
Interim Co-Director, Mulva Clinic for the Neurosciences  
Professor of Neurology



David Paydarfar is Professor and Chair of the Department of Neurology at the Dell Medical School. He previously served as Professor and Executive Vice Chair of the Department of Neurology at the University of Massachusetts Medical School, and as associate faculty of the Wyss Institute for Biologically Inspired Engineering at Harvard University.

Dr. Paydarfar received his BS in Physics (summa cum laude) from Duke University and MD from the University of North Carolina at Chapel Hill, and he completed his residency training in neurology at Massachusetts General Hospital and Harvard Medical School.

### René Salazar, MD

Assistant Dean for Diversity  
Professor of Medical Education



René Salazar is the Assistant Dean for Diversity and Professor of Medical Education at the Dell Medical School. He has more than a decade of experience supporting diversity and promoting an inclusive climate.

As the chair of the University of California, San Francisco's Department of Medicine's Residency Diversity Committee and the Director of Diversity for the Office of Graduate Medical Education, Dr. Salazar led efforts to recruit diverse residents and clinical fellows to UCSF. Dr. Salazar also helped develop a UCSF campus-wide unconscious bias educational initiative to increase awareness and provide skills to address unconscious bias among UCSF faculty, staff, students and trainees.

He is a graduate of the University of Texas Health Science Center at San Antonio School of Medicine and completed his internship and residency in internal medicine at the University of California, San Francisco.

# Dell Med's Leading EDGE Curriculum

	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	
<b>YEAR 1 – ESSENTIALS</b>	CELLS TO POPULATIONS	MEDICAL NEUROSCIENCE	STRUCTURE AND FUNCTION		BREAK			FOUNDATIONS OF DISEASE	MECHANISMS OF DISEASE				
	DEVELOPING OUTSTANDING CLINICAL SKILLS (DOCS)		INTERPROFESSIONAL EDUCATION		LEADERSHIP			INTERPROFESSIONAL EDUCATION					LEADERSHIP
	DEVELOPING OUTSTANDING CLINICAL SKILLS (DOCS)		LEADERSHIP		BREAK			DEVELOPING OUTSTANDING CLINICAL SKILLS (DOCS)					
	DEVELOPING OUTSTANDING CLINICAL SKILLS (DOCS)		LEADERSHIP		BREAK			LEADERSHIP					
<b>YEAR 2 – DELIVERY</b>	INTERNAL MEDICINE	PSYCHIATRY/NEUROLOGY	WOMEN'S HEALTH		BREAK			PEDIATRICS	SURGERY		MULTIDISCIPLINARY EMERGENCY MEDICINE		
	PRIMARY CARE, FAMILY AND COMMUNITY MEDICINE		INTERPROFESSIONAL EDUCATION		LEADERSHIP			PRIMARY CARE, FAMILY AND COMMUNITY MEDICINE					
	DEVELOPING OUTSTANDING CLINICAL SKILLS (DOCS)		LEADERSHIP		BREAK			DEVELOPING OUTSTANDING CLINICAL SKILLS (DOCS)					
	DEVELOPING OUTSTANDING CLINICAL SKILLS (DOCS)		LEADERSHIP		BREAK			LEADERSHIP					
<b>YEAR 3 – GROWTH</b>	USMLE STEP 1 PREP	OPTIONAL CLINICAL ELECTIVES OR VACATION	INNOVATION, LEADERSHIP AND DISCOVERY		BREAK			INNOVATION, LEADERSHIP AND DISCOVERY		OPTIONAL CLINICAL ELECTIVES OR VACATION			
	PRIMARY CARE, FAMILY AND COMMUNITY MEDICINE		INTERPROFESSIONAL EDUCATION		LEADERSHIP			PRIMARY CARE, FAMILY AND COMMUNITY MEDICINE					
	DEVELOPING OUTSTANDING CLINICAL SKILLS (DOCS)		LEADERSHIP		BREAK			DEVELOPING OUTSTANDING CLINICAL SKILLS (DOCS)					
	DEVELOPING OUTSTANDING CLINICAL SKILLS (DOCS)		LEADERSHIP		BREAK			LEADERSHIP					
<b>YEAR 4 – EXPLORATION</b>	ACTING INTERNSHIP	CRITICAL CARE	SELECTIVE/ELECTIVE	ACTING INTERNSHIP	INTERVIEWS		BREAK			MILESTONE 1			
	INTERPROFESSIONAL EDUCATION		INTERPROFESSIONAL EDUCATION		LEADERSHIP			ELECTIVES					
	DEVELOPING OUTSTANDING CLINICAL SKILLS (DOCS)		LEADERSHIP		BREAK			DEVELOPING OUTSTANDING CLINICAL SKILLS (DOCS)					
	DEVELOPING OUTSTANDING CLINICAL SKILLS (DOCS)		LEADERSHIP		BREAK			LEADERSHIP					