



CENTRAL HEALTH

2019

CENTRAL HEALTH ENTERPRISE
STRATEGIC COMMUNICATIONS AND COMMUNITY ENGAGEMENT PLAN



A Central Health and Seton partnership



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SITUATION ANALYSIS

Research reveals broad support for Central Health’s mission of providing access to quality care for people with low income. Enhanced strategic communications and community engagement efforts, including paid media, have increased awareness of the organization significantly. There is still room to grow.

In March 2018, Central Health merged the community engagement and community outreach teams under the communications department. This integration was designed to create efficiencies for the organization and ensure Central Health’s public-facing messaging and community engagement/outreach efforts were consistent, dynamic and strategic.

Prior to the merger, an independent third-party consultant – Germane Solutions – prepared a performance review of Central Health and determined Travis County residents are confused by (or unaware of) the relationship between Central Health and its Enterprise affiliates (CommUnityCare Health Centers, Sendero Health Plans, Community Care Collaborative). The Germane Solutions review recommended the development of a marketing strategy similar to the “Intel Inside” campaign so the community recognizes the value of the Enterprise and how the affiliates work together to make health care access possible.

In FY 2019, Central Health will continue to educate Travis County residents about the value the Enterprise brings to the community and how it makes access to quality care possible for thousands of people with low income every year.

OVERARCHING GOAL

The overarching goal of the strategic Communications and Community Engagement plan is to educate Travis County residents about Central Health’s mission and the services provided by the Central Health Enterprise (Enterprise) so everyone understands the value it brings to the community.

OBJECTIVES

Central Health has adopted S.M.A.R.T. objectives as the framework for its communications, community engagement and outreach efforts. S.M.A.R.T. stands for:

- Specific
- Measurable
- Attainable
- Relevant
- Timely

Our communications and community engagement objectives include:

- Educating Travis County residents about the Central Health Enterprise, increasing understanding about how the affiliates are connected, the services they provide, and the value they bring to the community.
- Creating a framework for communicating the mission, vision, key initiatives and priorities, accomplishments, and improved health outcomes of people with low income in Travis County.
- Integrating the communications and engagement efforts of the Enterprise affiliates – Community Care Collaborative, CommUnityCare, and Sendero – to ensure communication and engagement with diverse audiences is consistent, clear, inclusive, targeted, and measurable.
- Increasing coordination and efficiencies throughout the Enterprise, ensuring consistent Enterprise branding and messaging.

- Enhancing social media efforts to increase followers and engagement.
- Employing quantitative and qualitative research strategies to measure the effectiveness of communication and community engagement efforts.
- Using proven public involvement methods to increase awareness and engagement, and strengthen the legitimacy and purpose of the Enterprise.
- Creating and implementing a logic model (based on an Enterprise-wide theory of change, driving all system functions toward agreed-upon desired outcomes) to maximize outreach efforts and have the highest impact possible on our priority population.

COMMUNICATIONS AUDIT & RESEARCH

Central Health has focused on growing its social media and earned media presence over the past two years by increasing the skills of its internal communications team and using consultants when needed to expand bandwidth and create more bench strength. As a result, on average Central Health:

- Tweets 52 times per month, and currently has 2,134 followers.
- Posts on Facebook 30 times per month, and currently has 3,039 followers.
- Averages 911 views per month of its YouTube channel.
- Has 6,367 members in its e-newsletter database.
- Averages 14,737 website page views and 7,861 website sessions per month.
- Distributes approximately one press release per week.

The increased social media presence began in 2016, and was part of the Central Health Board of Managers-funded public education initiative in FY18.

Working with vendors selected through a competitive procurement process, Central Health developed a broad-based, bilingual (English/Spanish) public education initiative employing a variety of communication and marketing tactics including paid media: radio, TV, social media, online, outdoor and transit.

Research reveals the increased social media, earned media and paid media push worked. In December 2017, Central Health and long-time vendor Influence Opinions surveyed people who live in Travis County (N=707, MoE=+3.7%), immediately following a month-long public education initiative, which included paid media. The poll was a follow-up to a baseline survey conducted in 2016.

The survey found a significant increase in awareness of Central Health since 2016, and continued overwhelming support for its mission.

SURVEY HIGHLIGHTS

- Significant increase in recognition of Central Health since 2016. (37% of respondents recognize Central Health, up 15% since 2016.)
- Twenty-seven percent (27%) of participants are familiar (very, somewhat) with the local health care district called Central Health, up from 18% in 2016
- Overwhelming support for Central Health's mission (88%)
- Views of Central Health become more positive when respondents know more about the organization (increase +30, from 20% to 53%)
- The most persuasive and positive messaging focused on pregnant women getting access to health care:

- Central Health and Dell Medical School are improving care for pregnant women, providing the same care that women with traditional insurance receive
- The next two persuasive messages were:
 - Last year, Central Health helped more than 144,000 people in Travis County get health care so they could get well and live healthier – that’s about 1 in 10 residents
 - Central Health makes access to quality health care possible for Travis County residents with low income

OPINION OF CENTRAL HEALTH

Support for Central Health’s mission remained very strong at 88% (down slightly from 90%), which is a positive finding considering the ongoing national debate around health care.

- 31% of respondents had a favorable view of Central Health (+12 since 2016); 7% had an unfavorable view (+3). Based on ongoing and consistent criticism from a small group of vocal community members, this slight increase in unfavorable view is not surprising.
- Among respondents who are very or somewhat familiar with Central Health, Central Health’s job performance ratings are 56% positive (+2), 35% negative (+9).

KEY TAKEAWAYS

- Respondents who are educated about the agency view Central Health more positively.
- After residents were exposed to Central Health’s messaging, they were asked again to think about their view of Central Health. Sixty-nine percent (69%) thought Central Health does an “excellent” (30%) and “good” (39%) job, a 13% increase.
- Groups with high increases in positive (excellent/good) views include African Americans (24% to 69%) and 45-49 year olds (33% to 80%).
- Pregnant women getting access to health care and the overall 144,000 people in Travis County getting health care were the messages that tested the best.

KEY TAKEAWAYS – HISPANICS AND BLACKS

- Thirty-six percent (36%) of Hispanics are familiar with Central Health, more than Whites (20%) or African-Americans (23%).
- This may be partially due to the fact that a higher percentage of Hispanics report having accessed health care services through the Central Health network, compared to African-Americans and Whites.
- The majority of Hispanics are in agreement on Central Health’s mission (92%), 98% of Hispanic men and 87% of Hispanic women.
- Upon learning what Central Health does, Hispanics familiar with the organization gave a 79% positive job performance rating, higher than Whites (60%) and African-Americans (69%).
- Hispanics were far more likely to recall seeing a Central Health ad (50%, with 22% from TV) compared to 28% of Whites and 17% of African Americans.

COMMUNITY ENGAGEMENT AUDIT

To have the greatest impact with key influencers, grassroots, and community advocates, in FY 2018, Communications and Community Engagement staff began using a systematic approach to community engagement and public participation. This approach uses methods recommended by the Systematic Development of Informed Consent (SDIC) public engagement process from the Institute for Participatory Management & Planning (IPMP), as well as the International Association for Public Participation (IAP2). Both public participation models are widely used by public entities, including the City of Austin, Capital Metro, and the Austin Independent School District.

GOAL

The primary goal of this function is to involve the community in the successful research, implementation and evaluation of Central Health Enterprise projects

Community Conversations, Surveys and Intercept Interviews

As part of these new efforts, the department launched a series of community dialogues—under the brand of “Community Conversations” to inform, as well as obtain feedback from community members. Additionally, to capture feedback from individuals beyond those who attended Community Conversations, Central Health made online surveys available, and administered paper surveys at CommUnityCare Health Centers, Central Health MAP Eligibility offices, and direct outreach. Below is a recap of our public participation efforts in FY 2018.

- In FY 2018, staff held seven Community Conversations and administered two surveys tied to engagement efforts. See details below.
- On March 2, staff held a Community Conversation titled *From Tax Dollars to Health Care* to inform community members on the Central Health budget development process. **Thirty-two (32) residents attended.**
- On March 19, staff held a Community Conversation titled *Third-Party Performance Review* to gather public input on recommendations from the Germane Solutions performance review. Public input would help shape potential strategies to be included in the Strategic Work Plan. **Forty-five (45) residents attended.**
- On April 3 and April 5, staff held a Community Conversation titled *Setting the Course for 2019* to prioritize strategies resulting from the Community Conversation held on March 19. The outcome of this prioritization exercise would help inform the Strategic Work Plan. A combined total of **52 residents attended** these two Community Conversations.
- On May 14, staff held a Community Conversation titled *Expanding Services in Eastern Travis County* to inform community residents and advocates beyond service expansion advisory committee members on service expansion efforts. **Fifty-two (52) people attended.**
- On June 18, staff held a Community Conversation in the format of an open house titled *The Future of the Rosewood-Zaragosa Center* to gather public input which would help shape the services to be offered at the center. Forty (40) people attended. In addition, an online survey and Attendees were given a questionnaire (available in Spanish and English) at the entrance and asked to complete it and turn in on their way out. The questionnaire was available online and administered in CommUnityCare clinics, Central Health MAP Eligibility offices and through direct outreach. A total of **403 community members participated in this activity.**
- On July 31, staff held a Community Conversation titled *The 2019 Budget* to gather public input on Central Health’s 2019 financial priorities. **Fifty (50) people attended.** Attendees were asked to rate each financial priority based on the extent to which they believed it was needed at this time. In addition, staff collected **155 paper surveys** at CommUnityCare clinics, Central Health MAP Eligibility offices and community

outreach events, and received **64 online survey submissions**. Combined, a total of **259 community members participated in the 2019 budget engagement process**.

TAKEAWAYS

- An unduplicated total of **200 people attended** Central Health's Community Conversations in FY 2018. Forty-two (42) of them attended two or more Community Conversations.
- When considering online and paper surveys, as well as Community Conversations, Central Health engaged with a duplicated total of **843 people** in FY 2018.
- The budget engagement process is meant as the culmination of our engagement efforts for FY2018.
- Overall, 77 percent of budget engagement participants or more agreed *to a great extent* with Central Health's priorities for 2019.
- The two priorities that garnered lower support were 'improve continuity of care through integrated and information technology' and 'to maximize revenue from real estate.'
- However, when including participants who "somewhat agreed" with these priorities, 87% and 78% agreed with these priorities, respectively.
- During the Budget Community Conversation, attendees made it clear they wanted more information on the status of the Downtown Campus, expressed a desire to stay involved, and had questions about how previous community engagement efforts – specifically the Master Plan - would be reflected in the project.

Advisory Committees

To ensure the community has a seat at the table when it comes to planning health service expansion in their neighborhoods, Central Health formed advisory committees in early 2018. So far, more than **30 members** serve on the advisory committee for the Colony Park neighborhood area; about **25 individuals** serve on the advisory committee for Del Valle and Creedmoor; and about **20 people** serve on the advisory committee for Austin's Colony/Hornsby Bend. Members represent community partners, advocates, neighborhood associations, school districts, faith-based organizations, and elected officials.

Each committee helps us get to know each community. We use the community environment, advisory and public input and data to plan service expansion efforts.

Each committee member is listed on Central Health's Eastern Travis County Health Services Expansion Program website.

Community Health Champions

During FY18, we made several changes to the Community Health Champions Program

1. Created two tracks for each workshop
 - a. One focused on teaching champions about the Enterprise
 - b. One focused around health disparities in Travis County
2. Implemented an assignment for health champions to activate them to give a presentation on Central Health to the organization or special interest group of their choice. This is in line with our objective to increase awareness of Central Health and helps us increase our email distribution list.
3. Structured the alumni association to ensure roles, responsibilities and expectations were clear for every member of the alumni association.

RESULTS

- Out of 51 selected participants, an average of 30 made it to every workshop; yielding a **retention rate of 58%** (+15.14% from 2017) and an **average satisfaction rate of 94.8%** (-0.02% from 2018) per workshop.
- Community Health Champions' community presentations signed 88 people up to the Central Health newsletter.
- The alumni association held four of Lunch N' Learns, yielded **25 volunteer hours** in community engagement events by **14 individuals**.

COMMUNITY OUTREACH AUDIT

In March 2018, Central Health merged the community engagement and community outreach teams under the communications department.

GOAL

The primary goal of the outreach function is to successfully connect Travis County residents with low income to health care.

When conducting an informal audit of outreach activities, it was evident that the outreach team was historically focused on increasing the number of outreach activities performed. These ranged from speaking engagements to calling campaigns, tabling at outreach events hosted by third-party organizations, and one-on-one meetings with partners. Germane Solutions – the independent third-party consultant mentioned above – determined the need for better documentation on evaluation methods and performance measures to determine the progress in community outreach activities and adjust outreach tactics to maximize resources.

Since the merger, the team has adopted and implemented expanded performance measures, configured the constituent relationship management system (Insightly) to track outreach projects and activities and received training on the use of Insightly.

Additionally, to leverage the strengths of each staff member, the team has been re-structured to take advantage of individual strengths and interests. Now, each staff member has ownership of a certain function within community engagement and outreach.

IMMIGRANT OUTREACH ASSESSMENT

Introduction

We understand the immigrant population to be hard-to-reach. This is especially the case for non-English speakers with low income. Central Health believes everyone, regardless of income and immigration status, deserves the chance to be healthy. In June and July 2018, Central Health's Government Affairs and Community Engagement and Outreach Team conducted an assessment to ensure thorough efforts are made to connect immigrants with low income to services that give them an opportunity to live healthier.

Background and Methodology

Team members interviewed communications and outreach staff across the Enterprise and a variety of public and nongovernmental organizations targeting the immigrant population. Organizations included in this assessment:

1. Central Health's Eligibility and Enrollment Services

2. CommUnityCare Health Centers
3. Sendero Health Plans
4. Community Care Collaborative
5. iACT of Central Texas (Lubna Zeidan)
6. Mama Sana (Paula Rojas)
7. Integral Care (Sarah Wauters)
8. City of Austin (Marion Sanchez)
9. Asian American Resource Center (Hailey Easley)
10. Mexican Consulate (Ana Carrasco)
11. Ventanilla de Salud (Leslie Diaz)
12. COA Refugee Services (Patricia Barrera)
13. El Buen Samaritano (Juan Rosa)
14. Manos de Cristo (Julie Ballesteros)
15. Literacy Coalition of Central Texas (Yaira Robinson)
16. DMS Population Health Community Engagement (Ricardo Garay)
17. Foundation Communities (Stephanie Chavarria)
18. Latino Healthcare Forum (Jill Ramirez)
19. Travis County (Hector Nieto)

The list of organizations above is not all-inclusive. Through this assessment and planning effort, we are building a solid foundation to incorporate effective immigrant outreach strategies in our ongoing outreach efforts.

Recommendations

One of the main takeaways during this assessment is how important face-to-face communication is to this target demographic. Every organization prioritized grassroots outreach over engaging with media outlets.

1. **Bolster outreach list.** Central Health shares information with agencies and organizations serving our target population throughout the year. The Asian-American Cultural Center has shared with us a list of roughly 300 organizations to incorporate to our outreach list.
 - a. Schedule Meet-and-Greet meetings. Establish a partnership with a goal to build a cross-marketing relationship with each of these organizations.
 - b. Speaking engagements. Schedule speaking engagements to inform the staff of these organizations of the resources offered by the Central Health Enterprise.
 - c. Share print and digital flyers with these organizations throughout the year in their language of preference.
 - d. Share newsletter blurbs with these organizations throughout the year in their language of preference.

2. **Create an ambassador program.** Use Community Health Champions as community ambassadors. In general, this target demographic favors face-to-face interactions over email or social media. Community Health Champions are meant to be trusted influencers in their communities. Empower them to do speaking engagements to their neighborhoods in their language of preference; share print and digital flyers.
3. **Grow the list of Facebook Groups.** There are certain Facebook groups where members of our target demographic receive information and interact with one another. Identify and create a relationship with trusted influencers of each group. They can help share information in a way that is credible to that particular audience.
4. **Join groups meeting monthly to collaborate on services for immigrants.** Some of these groups include
 - a. The Refugees Roundtable which includes:
 1. AMAANAH Refugee Services
 2. Amala Foundation
 3. American Red Cross
 4. Austin ISD Refugee Office
 5. Caritas of Austin
 6. Catholic Charities of Central Texas
 7. Center for Survivors of Torture
 8. City of Austin Refugee Clinic (meeting with them on July 19)
 9. Girl Forward
 10. Multicultural Refugee Coalition
 11. Refugee Services of Texas
 - b. Communities of Color United for Racial Justice
 - c. Immigrant Services Network of Austin
5. **Ensure language access.** Explore options for addressing limited English proficiency since language is a major barrier to addressing health services for many at-risk individuals. Options include bilingual staff, translation services, medical interpretation and translated materials.
6. Ensure clinical partners use community health workers and patient navigators as a bridge to the community.
7. **Ensure the implementation of CLAS standards** for all health-related programs. Provide tools and resources to comply with CLAS. The National CLAS Standards are intended to advance health equity, improve quality, and help eliminate health care disparities by establishing a blueprint for health and health care organizations.
8. Ensure influencers in these communities apply for the Community Health Champions to serve as ambassadors.

TARGET AUDIENCES FOR CENTRAL HEALTH ENTERPRISE COMMUNICATIONS

The primary Central Health Enterprise audience is Travis County residents, beginning with people with low income who could benefit from the services Central Health funds. Central Health also communicates with taxpayers who do not qualify for services but should be aware of how their investment is improving the health of Travis County.

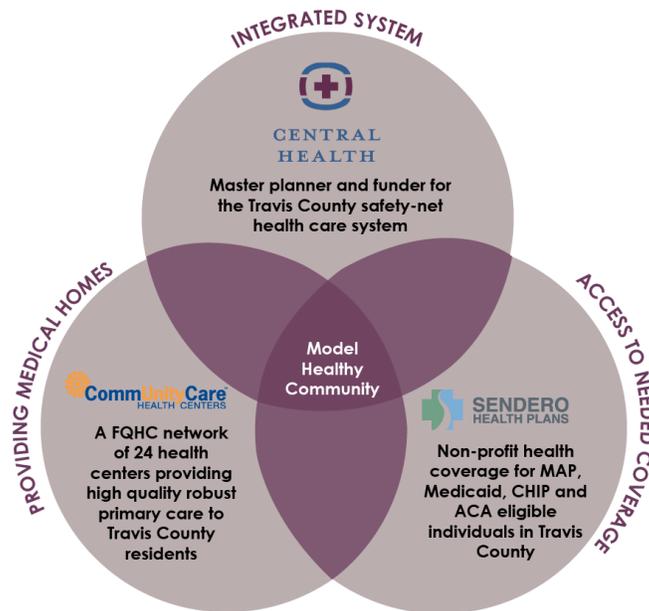
Other sub-groups include Enterprise employees, partners, elected officials, and the media. To break out beyond these spheres of influence to generate increased awareness, below is a list of audience categories communications efforts will target with strategic messaging and engagement. This list is not exhaustive and it will likely expand and change over time depending on the issue, message and desired outcome.

INTERNAL	PARTNERS	EXTERNAL
Central Health Boards of Managers	Travis County Commissioners Court and Staff	Patient Population (Uninsured / Underinsured / Low income)
CUC, CCC, Sendero Boards	Austin City Council and Staff	Travis County Residents
Central Health Employees	Contract Holders**	Media
Enterprise Employees*	City of Austin Departments, Boards and Commissions	Public Health Experts
	Dell Medical School	Health-related Nonprofits
	Seton Healthcare Family	Local and National Media
	Community Health Champions	Faith-based Organizations
	Health Equity Policy Council	Neighborhood and Civic Groups
		Eastern Travis County Advisory Committees
*Affiliated Organizations: Community Care Collaborative, Sendero, CommUnityCare	** Contract Holders: People's Community Clinic, Lone Star Circle of Care, El Buen Samaritano, ICC, Integral Care	

THE CENTRAL HEALTH ENTERPRISE

Central Health partners with a network of health care providers and organizations to provide access to quality care for people with low income. Three separate affiliates comprise the Central Health Enterprise – the Community Care Collaborative, CommUnityCare, and Sendero Health Plans. Central Health also partners with about 200 hospitals, clinics, providers and nonprofits including Dell Medical School, Seton Healthcare Family, St. David's to provide health care to people with low income in Travis County.

Central Health serves as the master funder for the Travis County safety net health care system, using local and federal resources to fund health care services through a trusted network of health care providers.



COMMUNITYCARE: CREATING ACCESS TO CARE

CommUnityCare is Central Health's affiliated Federally Qualified Health Center (FQHC) system that offers primary care, dental care, behavioral health care, and some specialty services to low-income, uninsured, and underinsured Travis County residents. CommUnityCare is the largest provider of safety-net primary care services in Travis County, and the 24 local CUC clinics provide approximately 360,000 medical and dental appointments for more than 96,000 patients each year.

SENDERO: ENROLLING MORE PEOPLE IN HEALTH COVERAGE

Sendero Health Plans is an Austin-based nonprofit corporation that serves as Central Texas' community health maintenance organization (HMO). Central Health created Sendero in 2011 to improve access to care for those covered by publicly funded health insurance programs. County.

Through Sendero, Central Health coordinates and manages health care services and enhances the provider network in our community. As a Qualified Health Plan under the Affordable Care Act, Sendero provides its IdealCare health insurance plan through the Health Insurance Marketplace. Since 2012, Sendero has delivered more than \$470 million in health coverage to 135,000 individuals in Travis

THE COMMUNITY CARE COLLABORATIVE: CREATING A COORDINATED SAFETY NET HEALTH CARE SYSTEM

The Community Care Collaborative (CCC), Central Health’s nonprofit partnership with Seton, is a 501(c)(3) nonprofit partnership formed in 2013 to better manage the care of Travis County residents with low-income and those who are uninsured. The CCC provides a framework for implementing the Texas 1115 Medicaid Waiver and an Integrated Delivery System (IDS). The partnership is further enhanced through an affiliation agreement with the Dell Medical School at UT, and Integral Care, the region’s largest provider of behavioral health services.

THE ENTERPRISE

The Central Health, Community Care Collaborative, CommUnityCare, and Sendero Health Plans visions and missions are interconnected. Together as an Enterprise, the organizations are more effective and better able to reach their overarching goals.

 CENTRAL HEALTH			
Mission: By caring for those who need it most, Central Health improves the health of our community. Vision: Central Texas is a model health community.			
			 <small>A Central Health and Seton partnership</small>
Mission	We will work the community as peers with open eyes and responsive attitude to provide the right care, at the right time, at the right place.	Our mission is to provide good, easy to afford health care coverage to members in Central Texas.	Create an integrated health care delivery system identified vulnerable populations in Travis County that considers the whole person, engages patients a part of the care team, focuses on prevention and wellness and utilizes outcome data to improve care delivery.
Vision	Improve the health of the community by increasing access to the best care possible.	We want to help our members live better, healthier lives.	A healthcare delivery system that is a national model for providing high quality, cost-effective, person-centered care and improving health outcomes.

CENTRAL HEALTH ENTERPRISE PARTNERS

Seton Healthcare Family - A member of Ascension Health, the Seton Healthcare Family operates more than 100 clinical locations, including four teaching hospitals including Dell Seton Medical Centre at UT, a training site for Dell Medical School at The University of Texas.

Dell Medical School - The Dell Medical School at The University of Texas at Austin is committed to transforming safety-net health care delivery in Central Texas through the development of an integrated delivery system (IDS). Travis County voters passed a ballot referendum in 2012 to raise property taxes to invest additional funds in health system transformation that would meet the needs of our growing low-income population. In July of 2014, the Central Health Board of Managers approved an affiliation agreement with The University of Texas. As part of the agreement, the Community Care Collaborative transfers \$35 million each year to UT to support safety-net health care delivery transformation through the Dell Medical School.

Integral Care - Integral Care (Formerly Austin Travis County Integral Care) provides community-based prevention, assessment, intervention, and treatment for individuals in Travis County who are living with mental health and/or substance use disorders and/or intellectual and developmental disabilities (IDD). Integral Care provides a range of services, including 24/7 crisis response, residential treatment, integrated care, and housing services and support. Central Health appoints three members of Integral Care's Board of Trustees, and in 2012, Integral Care joined Central Health in the Community Care Collaborative (CCC).

Integrated Care Collaboration - The Integrated Care Collaboration (ICC) is a nonprofit alliance of health care providers in Central Texas dedicated to the collection, analysis, and sharing of health information with the goal of improving health care quality and cost efficiency across the continuum of care. One of the ICC's primary functions is the operation and management of a regional Health Information Exchange called the ICare system. Through the analysis of clinical data in the ICare system, the ICC is able to identify needs in the Central Texas health care system and create programs to improve health outcomes for vulnerable populations.

FY 2019 STRATEGIC WORK PLAN

Plan 2024

Central Health Strategy Proposed FY 2019 & FY2020 Strategies from Performance Review Recommendations

Current Work Plan Objectives	Current and New Work Plan Strategies	Milestones (Memo up front, midpoint, end-of-year report)
OBJECTIVE 1: Develop and execute health care delivery strategy based on people and place	STRATEGY 1.1: Service Locations and Care Delivery: By data analysis, provider input, and community-based advisory groups, determine funding of business plans for future service delivery sites, and/or mobile services, and/or technology solutions for delivering care to the served population.	Next Update: Oct. 2018
	STRATEGY 1.2: Population Health-Social Determinants: Provide funding or reimbursement to provider partners for resources to establish population health goals and work with governmental and other organizations to address specific social determinants affecting the population served.	Next Update: Nov. 2018
	STRATEGY 1.3: Communication: Improve communication with consumers and the community about Central Health's pivotal role ensuring the delivery of care to people with low incomes. SUB-STRATEGY 1.3.1: Focus communication efforts on the target patient population and the community at large about Central Health's role in the delivery of care and programs to access health care. SUB-STRATEGY 1.3.2: Increase consumer awareness of available services, how to be a patient, key health concerns and conditions, and providing partners. Tailor messages to specific patient audiences using preferred languages and culturally relevant themes. SUB-STRATEGY 1.3.3: Increase awareness of Central Health-funded facilities, partners and providers.	Next Update: Dec. 2018
OBJECTIVE 2: Implement patient-focused and coordinated health care system	STRATEGY 2.1: Patient Wait Times: Establish measures and fund projects to improve patient wait times and network adequacy for access to primary and specialty care services. SUB-STRATEGY 2.1.1: Specialty Care Shortage: Implement use of technology solutions to reduce specialty care wait times. SUB-STRATEGY 2.1.2: Specialty Care Shortage: Work with Dell Medical School, partner providers, and other educational organizations to develop programs to address specialty care shortage and enhance primary care training. SUB-STRATEGY 2.1.3: Primary Care Access: Fill provider vacancies and prioritize condition-specific interventions.	Next Update: Dec. 2018
	STRATEGY 2.2: Patient Reported Outcomes and Experiences: Establish measures, including measures that address inequity, and improve patient reported health outcomes and experiences; develop quality-of-life and patient experience dashboards.	Next Update: Dec. 2018
	STRATEGY 2.3: Women's Reproductive Health: Expand and improve women's reproductive health system through Dell Medical School and provider partners.	Next Update: Jan. 2019
	STRATEGY 2.4: Technology and Data: Improve continuity of care through integrated technology, data, planning and information exchange.	Next Update: Dec. 2018
	STRATEGY 2.5: Brain Health and Cancer Strategies Refinement: Determine the scope of Central Health's role in brain health and cancer programs.	Next Update: Dec. 2018
OBJECTIVE 3: Implement sustainable financial model for health care delivery and system strategies through 2024	STRATEGY 3.1: Develop reasonable revenue and health care delivery cost/fiscal models through 2024.	Next Update: Dec. 2018
	STRATEGY 3.2: Forecast and maintain adequate contingency and emergency reserves to manage adverse financial events and maintain adequate health care service levels.	Next Update: Dec. 2018
	STRATEGY 3.3: Include revenue and financing sources for new programs in future budget patterns.	Next Update: Dec. 2018
	STRATEGY 3.4: Determine optimal use or disposition of Brackenridge Campus sections.	Next Update: Nov. 2018
	STRATEGY 3.5: Contracting and Payment: Implement value-based provider reimbursement models and reporting standards related to patient-reported outcomes, population or health condition outcomes, and positive patient experience measures.	Next Update: Nov. 2018
	STRATEGY 3.6: Transparency: Establish partner reporting (Dell Medical School, St. David's, Seton, Community Care, Integral Care and Sencero) to increase use of funding transparency that achieves Central Health objectives.	Next Update: Nov. 2018

Adopted 7/25/2018

FY 2019 KEY MILESTONES (PER STRATEGIC WORK PLAN)

- Determine appropriate milestones for increasing potential awareness in designated populations. Implement outreach/communications initiative to defined population in Travis County
- Conduct analysis and determine appropriate milestone for co-branding. Implement co-branding strategy with partners and providers.
- Determine appropriate milestones for increasing community awareness of CH's role including implementing an updated (or improved) CH community outreach marketing strategy
- Implement Phase 2 of the public education initiative

CENTRAL HEALTH ENTERPRISE COORDINATION

The Central Health Enterprise is stronger and more effective with coordination and collaboration. Communications/Community Engagement (C/CE) teams within the Enterprise meet weekly to plan communications, engagement and outreach initiatives, events, and activities, and to identify content for social and earned media.

Coordination tactics and tools include:

- **Weekly editorial/activity meeting:** 10 a.m. Mondays, either in-person at Central Health, or dial in at 267-930-4000/Participant Code: 501-086-406
- **Project Management via Trello:** Trello is an online project management tool that organizes projects, provides instant notifications about project updates, and creates an online forum for discussions, updates and editing documents. It also houses the Enterprise Editorial Calendar, making cross-team collaboration simpler and less reliant on email.
- **Relationship Management via Insightly:** Insightly is a customer relationship management system (CRM), to manage, analyze, and interact with its database of stakeholders including the people we serve, the general public, employees, organizations, partners, elected officials and more. Insightly helps manage relationships from a range of communications channels including email, social media, websites, community engagement activities, outreach events, public speaking opportunities, phone calls and more.

MESSAGING

Central Health is constantly updating messaging throughout the year, which creates a framework—or road map—for effective communications. We use agreed-upon messages as a guide to ensure discipline in communicating with target audiences.

The Central Health Enterprise has powerful branding, messaging, and communication advantages:

- ***The public already believes in the mission.*** This means we should talk about the mission at every opportunity, always connecting Central Health to the mission so people understand the value we bring to the community.

- *The mission immediately establishes brand equity and goodwill.* Once people know Central Health’s mission, they are positively disposed toward the brand.
- *The mission provides strong narrative discipline to stakeholders and partners.* Always use the mission when describing Central Health.

ALWAYS PLANT THE FLAG

Central Health’s mission is the cornerstone of everything it does. *Talk about the mission at every opportunity.*

PROVE IT

Although research indicates that taxpayers are very receptive to Central Health’s mission, they want proof that Central Health is accomplishing its goals. The good news is that Central Health is fulfilling its mission in a variety of ways.

THE TWO-STEP MESSAGE DELIVERY STRATEGY

1. Start every description of Central Health with the mission.
2. Tie every function of Central Health directly back to the mission.

All narratives describing Central Health should highlight a direct benefit to Travis County residents with low income.

If employees, stakeholders, and public communications all conform to this straightforward formula, over time Central Health’s brand and mission will be permanently linked in the minds of the public.

OVERARCHING MESSAGE

Central Health is the public agency that ensures Travis County residents with low income get quality health care.

PLANT THE FLAG

Central Health’s mission is the cornerstone of everything it does. *Talk about the mission at every opportunity.*

PROVE IT

Although research indicates that taxpayers are very receptive to Central Health’s mission, they want proof that Central Health is accomplishing its goals. The good news is that Central Health is fulfilling its mission in a variety of ways.

HOW TO TALK ABOUT CENTRAL HEALTH: THE TWO-STEP MESSAGE DELIVERY STRATEGY

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All narratives describing Central Health should highlight a direct benefit to Travis County residents with low income.

If employees, stakeholders, and public communications all conform to this straightforward formula, over time Central Health’s brand and mission will be permanently linked in the minds of the public.

AUDIENCES

1. **Patient Population** - Travis County residents with low income and/or no insurance (at or below 200 FPL). These are residents who have been, are, or could one day be Central Health patients.
2. **Non-patient Population** - Travis County residents who should understand how their tax dollars support health care in our community.
3. **Employees of the Central Health Enterprise.** This group includes staff at Central Health, CommUnityCare, Sendero, and the Community Care Collaborative.
4. **Elected Officials.** Travis County Commissioners, Austin City Council, and state and federal leaders.
5. **Partners.** These include Dell Medical School, Seton, and other health organizations such as clinics, hospitals, and nonprofits.

KEY WORDS AND PHRASES

- Consumer testing reveals that these words and phrases resonate with the public, are received most positively, and best help further explain Central Health:
- Quality
- Quality health care
- Full range of services
- Care for all/health care for all
- Reinventing care/reinventing how health care is delivered
- Partnership
- Working together (collaboration)
- Dell Medical School at UT/Seton/St. David’s (Note: When referring to Dell Med at UT, consumers responded positively to world-class organization and faculty)
- Providing access to quality care/the best care available
- Dignity and respect
- Transforming the health care delivery system

THE NARRATIVE: FOUR MESSAGE PILLARS

The following is not an exhaustive not final list of things Central Health does, and some crossover occurs between categories. However, these pillars work harmoniously to educate people about Central Health and how it benefits to Travis County.

Central Health is the public agency that makes sure Travis County residents with low income get quality health care.

Partners with world-class health organizations	Reinventing how health care is delivered	More access, better care	Good stewards of public funds
Seton	Dell Medical expertise to transform health care delivery	Full range of services	Bring federal taxes home
Dell Medical School	Improved access: telemedicine	All parts of Travis County	Get matching federal funds
Wellness non-profits	Provider collaboration	287 Dell Medical School residents 20+ clinics	Low tax rate Approx. 96% of budget goes to health care delivery

PILLAR 1: Partnering with World-Class Health Organizations

“Central Health helps Travis County residents with low income get quality health care by . . .”

- Partnering with Seton, St. David’s and Dell Medical Center at UT to deliver the best care to residents with low income.
- Providing health care services to one in ten Travis County residents with low income.
- Funding CommUnityCare Health Centers to deliver quality care directly to residents with low income.
- Partnering with and funding Dell Medical School so nearly 300 residents under the supervision of world-class faculty provide quality care to residents with low income throughout Travis County.
- Partnering with People’s Community Clinic and El Buen Samaritano to deliver quality care to residents with low income.
- Creating the Central Health Southeast Health & Wellness Center, a large, community-based health center providing families with low income direct care and much more. Central Health Southeast Health & Wellness Center offers free wellness services including cooking, exercise, and parenting classes.
- Partnering with Planned Parenthood to deliver quality care to residents with low income.
- Partnering with Sendero Health Plans to enroll more than 35,000 residents with low income in health insurance.

PILLAR 2: Reinventing How Health Care is Delivered

“Central Health helps Travis County residents with low income get quality health care by . . .”

- Working with Seton, St. David’s, and the Dell Medical School at UT to fix a broken health care system, increase access to quality care, and make health care delivery more efficient.
- Coordinating the delivery of care so doctors collaborate with each other and have easy access to a patient’s medical records so they can provide the best possible care.

- Working with Dell Medical School at UT and Seton to increase the number of specialists in Travis County. More highly qualified doctors in our community will mean reduced wait times for specialty care, which benefits everyone.
- Improving care by making patient information available in a centralized database so doctors immediately know their patient's history and avoid duplicating work and diagnostics.
- Implementing video chat and telemedicine to reduce office visits and more efficiently take care of patients, especially those who may not have transportation.

PILLAR 3: More Access, Better Care

“Central Health helps Travis County residents with low income get quality health care by . . .”

- Partnering with nearly 200 clinics, hospitals, and other health organizations to offer a full range of quality health care services to all of Travis County (constantly broadening our footprint).
- Offer residents with low income a full range of quality health care services at clinics around the county.
- Working with Dell Medical School at UT so that 287 residents, under world-class supervision, are caring for people with low income at clinics and hospitals throughout Travis County.
- Funding care for nearly 144,000 people in 2016, that's about one in ten Travis County residents and a six percent increase over the previous year.
- Working with partners to broaden the reach of MAP (Medical Access Program), Sendero Health Plans, and other providers to increase access to quality care.
- Broadening the use of telemedicine to reach more residents with low income, especially those with transportation challenges.
- Creating a healthier community because that makes a stronger community for everyone.

PILLAR 4: Good Stewards of Public Funds

“Central Health helps Travis County residents with low income get quality health care by . . .”

- Securing \$212 million in federal matching funds – bringing more money home from Washington D.C. to help pay for local health care.
- Securing for Travis County more than a 3:1 return on every local tax dollar collected by bringing home federal tax dollars, broadening public-private partnerships, and procuring grants.
- Maintaining the lowest tax rate of any major hospital district in Texas. We save money while making people healthier.
- Spending 96 percent of our budget on health care delivery.
- By helping residents get health care, we help folks avoid the ER—the most expensive form of health care—which also cuts down on wait times.

COMMUNITY ENGAGEMENT: A SYSTEMATIC APPROACH

To have the greatest impact with key influencers, grassroots, and community advocates, and ensure our projects and initiatives are accountable to Travis County's high expectations for engagement, the Enterprise will begin using a systematic approach to community engagement and public involvement, which prioritizes tactics and activities based on overarching defined objectives.

Our approach follows the Systematic Development of Informed Consent (SDIC) public engagement process from the Institute for Participatory Management & Planning (IPMP), as well as the International Association for Public Participation (IAP2). Both public participation models are widely used by public entities, including the City of Austin, Capital Metro, and the Austin Independent School District.

Considering the specific challenges the Central Health Enterprise faces, community engagement efforts will aim to build **informed consent or buy-in** from key stakeholders, or potentially affected interests (PAIs), by further strengthening and maintaining the legitimacy and credibility of the Central Health Enterprise and its problem-solving processes.

It is common practice to address a *perceived* issue by thinking of and implementing a technique or tactic. Agencies taking this route soon find themselves with a variety of techniques or tactics that may appear to "put out fires." However, those tactics may not align with common, overarching objectives, thus wasting valuable time and resources. To develop an effective community engagement plan, we must then first identify our key objectives, then allow those to shape the tactical approach.

Staff working on any public-facing project, initiative, or set of projects (program) should consult with Communications and Community Engagement staff to follow this approach. An example of a public-facing project includes the Brackenridge Campus Redevelopment; an example of a public-facing program includes the expansion of health services in Eastern Travis County.

DETERMINING THE OBJECTIVES

Through the completion of a worksheet with a series of questions, this method will help staff determine the community engagement objectives for any given public-facing project, initiative, or program. This step is critical because it will provide clarity on the overall direction as well as determine a unique tactical approach for every project.

By following this method, staff will ensure the following objectives are considered and work toward achieving¹:

1. Establish the legitimacy of Central Health and/or a Central Health project/initiative
 - a. Is it proper and legitimate that we undertake this project or problem-solving effort?

- b. Do we have a proper mandate, one that properly hands us the responsibility?
- 2. Strengthen and maintain the legitimacy of Central Health and/or a Central Health initiative
 - a. Does the public and stakeholders believe we are fulfilling our mission?
- 3. Establish the legitimacy of our problem-solving and decision-making processes
 - a. Does the public and stakeholders understand how we solve the problems we're responsible for solving?
 - b. Does the public have faith in our community engagement process?
- 4. Maintain the legitimacy of our problem-solving and decision-making processes
 - a. Does the planning process that we are engaged in continue to make sense? Is it still the best way to go about solving the problems that we are responsible for solving?
 - b. Will the public—particular all the interests who will most likely oppose our plan—continue to feel that our process is reasonable, sensible, or responsible, fair, etc.?
- 5. Establish and maintain the legitimacy of assumptions and earlier decisions
 - a. Health care is a rapidly evolving sector. This objective is particularly important for long-term projects or initiatives. Conditions, our scientific knowledge and understanding, people's values all may change over time.
- 6. Get to know all the potentially affected interests and community stakeholders
 - a. Individuals, groups, corporations, institutions, elected officials, other agencies and entities that share a value system relative to the issues at hand—indirectly affected, believe they will be affected or for some other reason may need or want to be involved.
- 7. Get to see Central Health and/or a Central Health initiative through their eyes
 - a. How do they perceive our agency and our role in the project? How do they perceive their role in the project? How do they perceive the project and its impact?
- 8. Identify all potentially relevant problems
 - a. Do the identified stakeholders have a sufficiently accurate perception of the problem the project addresses? Does the project create effects that will prevent stakeholders from joining in informed consent? Does this stakeholder have some other major problem that would prevent him/her from consenting to our project?
- 9. Generate alternative solutions
 - a. Does the affected interest have some specific changes, additions, or deletions to the project in mind that would effectively solve the problem? What have others—at other times, in other locations, even in other disciplines—done in similar situations? Failing all that, does the problem call for a new solution?
 - b. Are there other efforts—separate from our project—under way which, although they may have nothing to do with our project, lend themselves to solving a particular problem?
- 10. Articulate and clarify the key issues
 - a. Who could be harmed? How could they be harmed? Who will benefit? How will they benefit?
 - b. Many times, decision-makers fail to sort out the *key* issues from the many other, less important issues, get confused by irrelevant issues, or are mesmerized by one single issue that is *not* the key issue.

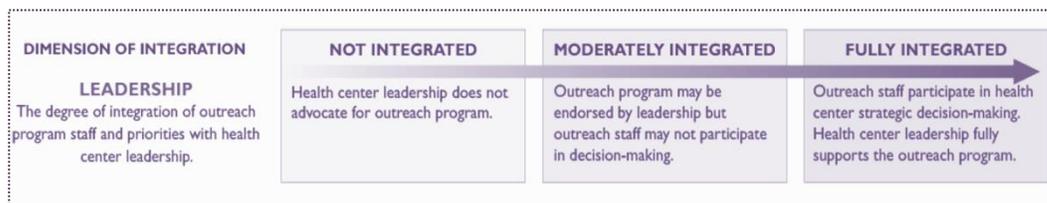
11. Protect and enhance the credibility of Central Health and/or a Central Health project/initiative
 - a. If our word is taken at face value by all stakeholders, credibility is one of our major assets.
12. Ensure communications are received and understood
 - a. Send information doesn't mean that it is received by the stakeholders we need to reach. If it is received, they may misunderstand.
13. Receive and understand information that's communicated to us
 - a. Are we tuned into the channels of communication through which our stakeholders communicate most effectively? Has the information they use been reliable? If not, how can we get ourselves plugged into more reliable channels?
14. Find common ground among polarized interests
15. Depolarize interests who are polarized for some other reason

¹ Objectives are based on the Systematic Development of Informed Consent (SDIC) public engagement process from the Institute for Participatory Management & Planning (IPMP). The questions following each objective are only a sample of questions from the SCIC model worksheets.

COMMUNITY OUTREACH

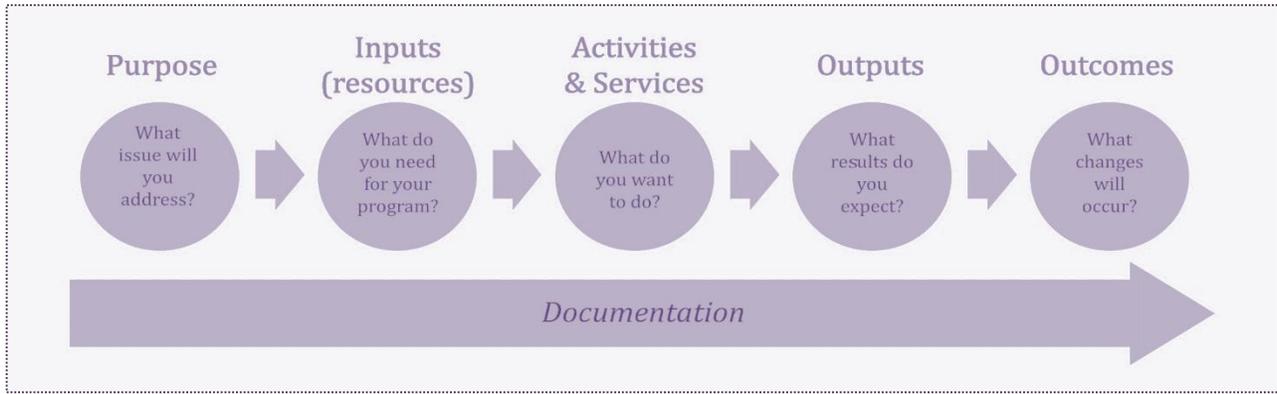
To ensure the effectiveness of an outreach program, its activities need to directly align with the desired long-term outcomes of the organization. Central Health is adopting a planning and evaluation model widely used by nonprofits, foundations and public agencies to ensure the greatest maximization of resources and highest social impact possible. The model will follow an Enterprise-wide theory of change, and it is highly recommended by Health Outreach Partners—a national organization committed to building strong, effective, and sustainable grassroots health models.

A fully integrated outreach program ensures outreach staff and leadership are involved in strategic decision-making.



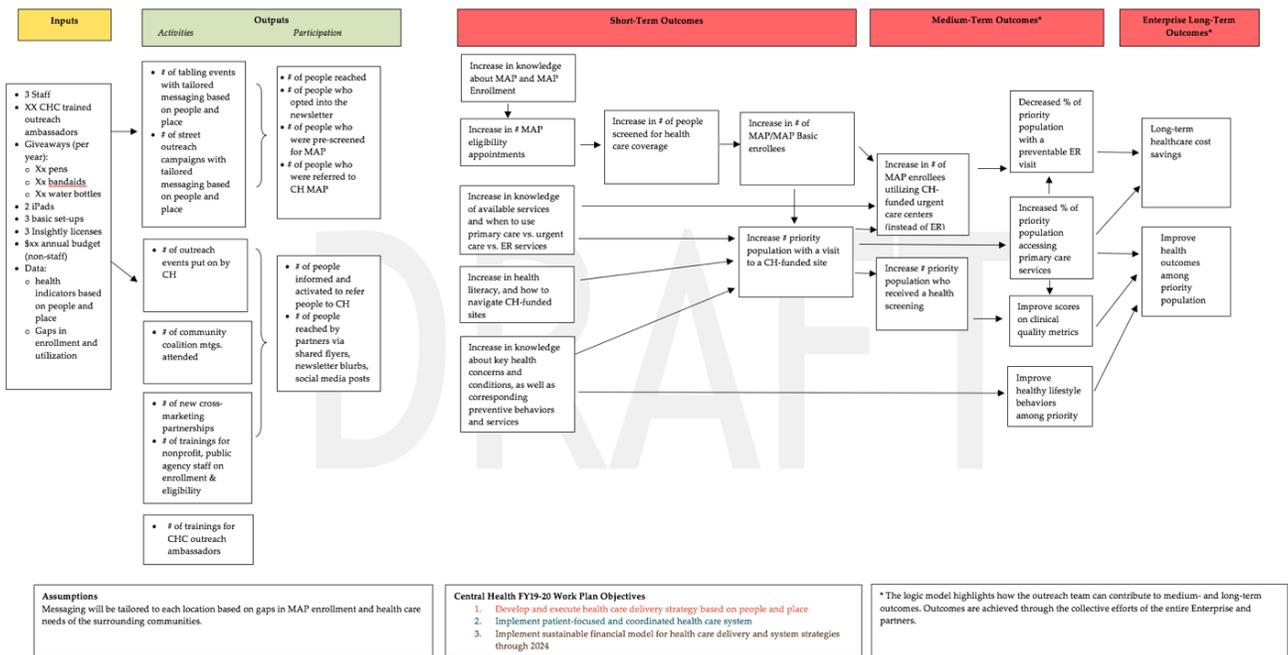
This planning and evaluation method calls for a logic model, which includes six basic components:

1. Purpose statement
2. Inputs (resources)
3. Program activities and services
4. Outputs
5. Outcomes (short, medium, and long-term)
6. Documentation



The logic model will directly feed into an Enterprise-wide theory of change – developed by the Strategy and Communications Teams across the Enterprise to ensure integration and alignment. This way, outreach activities will help lead the patient to the clinical setting, which will help lead the patient to the desired outcomes. Below is the first draft of the theory of change (in red) and the outreach logic model (in yellow and green).

Theory of Change Statement: Limited access to information poses a challenge for people with low income to access health coverage and health care services. By increasing public knowledge of a) MAP enrollment and coverage, b) where and when to access services, c) availability of preventive services such as screenings and immunizations, and d) healthy lifestyles, Central Health Outreach staff will support the desired long-term outcomes of the Enterprise.



Rev. 9/2018

This model will inform our quarterly work plans. Below is a work plan template.

Goal: Improve the health and well-being of people experiencing homelessness in our community.

Objective: Provide health screenings to 1,000 people experiencing homelessness through outreach by April 23

Key Activities	Timeline	Responsibility	Expected Outcomes	Indicators & Data Source	Progress
Identify and host 3 health fairs targeting the population	1. 12/15 2. 2/15 3. 3/15	Outreach Manager	Short-term: People experiencing homelessness receive basic health screenings	Indicators: # of encounters # attending health fair # of screenings completed	First fair complete – reached 235
Provide screenings at each shelter at last once per month	Monthly until 4/3	Outreach Staff	Medium-term: Increase in the number of people experiencing homelessness visiting the health center as a result of outreach efforts	# of referrals to services # of events identified # of community partners engaged	
Identify and complete 3 additional outreach/screening opportunities through community collaboration	3/15	Outreach Manager and Staff	Long-term: Improved access to care for people experiencing homelessness	Data sources: Encounter forms, patient tracker, EHR MOUs	

The effectiveness of the program is directly linked to its evaluation process. We are building evaluation practices into the planning process. Below is a sample evaluation plan.

Activity	Data Collection Time point	Indicators	Data Source	Process	Responsible
Health fairs	Immediately following each health fair	# health fairs #contacts at health fair # referrals # screenings	Outreach Tracker	Enter information re: outreach event in the tracker	Stephanie

EVOLVING CENTRAL HEALTH'S OUTREACH EXPERIENCE

Central Health's year-round outreach efforts educate Travis County residents about health coverage options including the Medical Access Program (MAP), Sliding Fee Scale (SFS), and Affordable Care Act (ACA). The challenge is that Central Health competes for the attention of eligible residents against many other organizations (brands) – both corporate and public.

In June 2018, Central Health issued a task order to its pool of communications vendors for assistance in creating a scalable outreach marketing setup that would increase community awareness and activations (i.e. enrollment). The goal of the project was to educate, motivate and activate. The target audience for Central Health's outreach efforts are primarily Travis County residents with low income (up to 200% of the Federal Poverty Level).

Central Health worked with Belmont Icehouse to re-imagine the outreach experience by:

- Creating a branded display backdrop, pop-up banners, standup counter, table drapes, literature racks and pop-up tent.
- Developing educational activities (i.e. spinning wheel, oversized selfie prop).
- Incorporating technology including an iPad kiosk, digital experience locating services, and on-site enrollment assistance.



COMMUNICATION, COMMUNITY ENGAGEMENT AND OUTREACH ACTIVITIES, TACTICS, AND TOOLS

MEDIA RELATIONS	<ul style="list-style-type: none"> • Regularly Placed Stories • By-lined Articles/Op-Eds • Letters to the Editor • Editorial Board Visits • News Conferences 	<ul style="list-style-type: none"> • Media Alerts • Press Releases • Online Newsroom • Media List
PUBLIC EDUCATION	<ul style="list-style-type: none"> • Awareness Survey • Social Media • Infographics • Explainer Videos 	<ul style="list-style-type: none"> • Videos • Public Reports (e.g. fact sheets, Q/As) • Public Presentations • Website
ADVERTISING / MARKETING	<ul style="list-style-type: none"> • Public Awareness/Education Initiative • Digital media • Website • Social media: • Facebook • Twitter 	<ul style="list-style-type: none"> • Instagram • YouTube • LinkedIn • Search Engine Optimization • Pay-per-click
COMMUNITY OUTREACH	<ul style="list-style-type: none"> • Tabling at <ul style="list-style-type: none"> ○ School Events ○ Faith-Based Events ○ Health & Wellness ○ Resource Fairs 	<ul style="list-style-type: none"> • Speaking Engagements • Street Team Campaigns • Enterprise Outreach Events • Cross-Marketing Partnerships • Ambassador Trainings
GOVERNMENT AFFAIRS	<ul style="list-style-type: none"> • 1:1 Meetings • Presentations • Budget Briefings 	<ul style="list-style-type: none"> • Social Media • 1:1's • Workshops
BOARD OF MANAGERS	<ul style="list-style-type: none"> • PowerPoint presentations • Infographics • Collateral pieces 	<ul style="list-style-type: none"> • Talking points • Email ("In the News")
INTERNAL COMMUNICATIONS	<ul style="list-style-type: none"> • Email • E-newsletters • Peer-to-peer Recognition Programs • Enterprise Meetings/Events • Social Media 	<ul style="list-style-type: none"> • Employee Orientation Video • Social Media • Website • Trello • Insightly
COMMUNITY ENGAGEMENT	<ul style="list-style-type: none"> • Community Conversations • Stakeholder breakfasts • Community Advisory Committees • Public hearings • Stakeholder/consumer interviews and surveys (in person, online, phone) • Focus groups • Adequately responding to non-PIR public inquiries • Speaking engagements at neighborhood meetings, schools, and relevant interest group meetings 	<ul style="list-style-type: none"> • Community Health Champions • Conflict mediation • Facilitating internal communication • Assigning staff liaisons to update stakeholder groups on project status • Organizing public supporters • Community events (i.e. back-to-school, free summer lunch) • Email/e-newsletters • Website • Social media

MEDIA RELATIONS

Media outreach opportunities should be coordinated across the Enterprise to ensure maximum exposure and guarantee message discipline. All media activities must be scheduled into the Central Health editorial calendar. Media materials for Enterprise affiliates should be reviewed by Central Health before distribution.

CENTRAL HEALTH ENTERPRISE STORY OPPORTUNITIES

- Important developments, such as the rollout of a new project, key milestones, noteworthy innovations, progress addressing challenges such as wait times, health disparities, or service expansion, patient success stories.
- Monthly themes to focus media relations efforts and connect them with social media conversations.
 - To maximize exposure and impressions, press releases can go out on the wire – PR NewsWire or Business Wire. This is an effective way to both increase the reach of the release and create a catalog of activity that is visible when the Enterprise organizations are searched online.
 - Press announcements are also shared via e-newsletters and social media.
 - Potential Central Health Enterprise stories include, for example:
 - Highlight the work of our partnership with Dell Medical School and the CCC and the development of a coordinated care system for patient care with both local and national media.
 - Showcase successful Delivery System Reform Incentive Payment (DSRIP) Projects stories.
 - Communicate key milestones to the media in the redevelopment of the Downtown Campus.
 - Communicate developments around the Eastern Crescent and bring more health care services to East Travis County.
 - Communicate success/improvements related to specialty care.
 - Collaborate on joint announcements with key partners like Seton and Dell Medical School (UT).
 - Educate the public about the ROI of the \$35 million investment in the Dell Medical School.
 - Showcase clinic transitions and how they will improve the lives of our patients.
 - Seed success stories prior to the budget review especially about the role access to health care plays in the affordability conversation.

- Provide updates about the Community Health Champions Program (recruitment, classes, graduation, features about members)
 - Updates about Central Health Equity Policy Council 2019 initiative (HIV Opt-out)
 - Education around 2020 budget
 - Promote Community Conversations
 - Central Health Board of Managers end-of-year appointments.
 - Education around the ACA (e.g. deadlines, changes, important milestones) and EnrollATX efforts.
 - Look for opportunities to “draft” off of national health care stories, providing reporters with local hooks and angles.
 - Promote 2019 holiday #CareToShareATX initiative beginning before Thanksgiving and running through the end of the year.
- *By-Lined Articles / Op-Ed Pieces*
 - In addition to Enterprise leadership, identify board members and other key stakeholders that would be willing to have an op-ed penned under their name.
 - Develop op-eds that tie to a goal statement strategic principle area – Stewardship, Transformation, and Partnership.
- *Story Bank*
 - Identify and cultivate a list of individuals willing to provide first-person testimonials about how their lives have been improved because of care they have received (patients). Encourage Central Health Enterprise staff to email story ideas to communications@centralhealth.net
 - Maintain a list of Enterprise “go-to” experts, Community Health Champions, and Equity Policy Council members who can be tapped to provide media interviews or social media content based on issues, topics or breaking news. These “real” people may be used in news releases, media pitches, op-ed pieces, social media, and other communication channels.
 - Collaborate with the CCC, Eligibility Services, CommUnityCare, Sendero, Dell Medical School, affiliated organizations, partners, and the DSRIP teams to track success stories and broadcast them through YouTube videos and story pitches to media outlets.
- *Media Alerts and Press Releases*
 - Always use a consistent template for media alerts and releases for the Enterprise and use mutually agreed-upon messaging. Include appropriate brands/logos on press releases and alerts.

PRESS RELEASE TEMPLATE



Press Release
July 30, 2018

Ted Burton
Office: 512-978-8214
Mobile: 512-797-8200
Ted.Burton@centralhealth.net

Travis County Residents Addicted to Opioids Are Getting – and Staying – Clean

The Community Care Collaborative's opioid addiction therapy success is outpacing the national average

(Austin) - The Community Care Collaborative (CCC) – Central Health's nonprofit partnership with Seton Healthcare Family – is funding an opioid addiction treatment program that has measured a 70.8 percent success rate among Travis County participants.

This rate is 16.5 percent higher than the national average.

The Medication Assisted Therapy (MAT) pilot project, created in collaboration with Integral Care and CommUnityCare, started about 11 months ago. To date, 45 patients addicted to opioids such as heroin and prescription pain relievers have been enrolled and are on the path to recovery. From 2006 – 2016, 590 Travis County residents died due to opioid drug overdose, a mortality rate of 4.9 out of every 100,000 deaths.

"MAT provides office-based opioid treatment, comprehensive wrap-around behavioral health and case management services that historically have been out of reach for people with low income," said Mark Hernandez, MD, Chief Medical Officer and Executive Vice President for the CCC.

"Patients are supported by case workers, clinical staff and a doctor, and also have access to psychiatric care," said Craig Franke, MD, Chief Medical Officer and Addictionologist at Integral Care. "Seventy percent of the people who enroll in treatment are staying in treatment - so we know this approach works."

Central Health President and CEO Mike Geeslin added, "Along with our partner Seton, Central Health is a founding member of the Community Care Collaborative. Working with Integral Care, we are all committed to providing quality treatment options for people with low income. We believe everyone deserves the same level and quality of treatment regardless of their income, ZIP code, or experiences."

MAT uses a medication called buprenorphine/naloxone (brand name Suboxone), a rapid-dissolving oral tablet approved by the U.S. Food and Drug Administration. The treatment includes a physician and case worker-monitored detoxification in a local clinic followed by a maintenance period then a possible gradual discontinuation of the medication entirely. MAT doesn't require expensive hospital or treatment center stays.

To qualify for the treatment program, patients must be enrolled in Central Health's Medical Access Program (MAP), which provides primary, specialty, hospital care, and prescriptions for Travis County residents with low income. In December 2016, approximately 9 percent of MAP patients (about 2,000 people) had a substance use disorder diagnosis including opioid addiction.

Commented [TB1]: Consider the timing of the release? Is it a good day of the week? Is it tied to a national story or trend? Is it tied to an event like back to school or a holiday?

Commented [TB2]: Who is the media contact?

Commented [TB3]: Is the headline compelling and engaging? Is there a need for a subhead? If you were a reporter, would you keep reading?

Commented [TB4]: What's the "lede"? Is it newsworthy? Can you keep it to less than 20 words?

Commented [TB5]: Did you get the quote approved? Is the title correct?

Commented [TB6]: Does the quote emphasize what's in the release? Does it provide context and/or emotion?

Commented [TB7]: Did you scrub the release to remove jargon?

Commented [TB8]: Have you triple-checked the facts to make sure they're accurate and bullet-proof?

- *Online Newsroom (Central Health)*

- The newsroom includes:
 - Infographics
 - Fact and issue sheets
 - Press releases
 - Op-eds
 - Videos

- *Media List*

- Throughout the year, continuously revise and expand the media list.
- Nurture relationships with existing media contacts while cultivating new relationships with diverse media outlets that reach a broad spectrum of readers/viewers/listeners.
- Create and use one media list for all Enterprise media activities. Local outlets include the following:

TRADITIONAL; LOCAL	BROADCAST; LOCAL	DIVERSITY; LOCAL	ONLINE; LOCAL	LONG-LEAD
Austin American-Statesman	Spectrum News	La Prensa	Texas Tribune	Austin Woman
Austin Business Journal	KXAN - NBC	El Norte	Austin Monitor	Austin Way
Austin Chronicle	KEYE - CBS	El Mundo	The Lakeway Travis View	Texas Observer
Community Impact	KVUE - ABC	La Voz de Austin	The Quorum Report	Texas Monthly
The Daily Texan	KTBC - FOX	Reporte Austin	The Burnt Orange Report	Austin Monthly
West Austin News	Univision	XTRA Newspaper	East Austin Patch	TRIBEZA
Oak Hill Gazette	Telemundo Austin	The Austin Times		Austin Fit
Westlake Piicayune	KADF - Azteca America			Austin Family
Pflugerville Pflag	Kazi - FM 88.7			
Lake Travis View	KUT - FM 90.5			
Hilltop Views	KOOP - FM 91.7			
	TCTV			
	KOKE - FM 99.3			
	KLBJ - AM590			
	KVET - FM 98.1			

MEDIA PARTNERSHIPS

Beginning in October 2018, Central Health will host a quarterly show (every 5th Tuesday) on KAZI FM. KAZI is a listener-supported, non-commercial urban contemporary community radio station which specifically caters to Central Texas' Black population.

The hour-long talk show will raise awareness about Central Health's mission and how listeners can access health care, as well as discuss timely topics like open enrollment for the ACA, MAP, and service expansions for Eastern Travis county.

Topic Ideas:

- Open enrollment for the ACA, which begins Nov. 1.
- Information about Central Health's Medical Access Program (MAP), Sliding-Fee-Scale and Premium Assistance Program.
- Update Eastern Travis County service expansion.
- Social determinants of health and how African-Americans are affected: income, transportation, unemployment, housing, food insecurity, etc.
- Diabetes and other chronic conditions that impact African-Americans.
- Upcoming events relevant to KAZI listeners.

Budget: Approximately \$5,000. Includes social media and on-air promotion and radio spots airing at no-cost.

SOCIAL MEDIA

GUIDELINES

Central Health recognizes that social media platforms are fundamentally changing the way individuals and organizations communicate. These guidelines are designed to offer practical direction to engage with Central Health in responsible, constructive ways in the social media landscape.

To further our vision, mission, and values, board and staff are encouraged to follow Central Health on all of our social media channels.

Following these suggested guidelines will ensure that your actions reflect our core values of Stewardship, Innovation, Respect, and Collaboration while exhibiting a level of professionalism that our community expects and deserves.

What you should do

1. Be respectful. Be smart. Use common sense.
2. Be transparent. If posting, blogging, or commenting on any item having to do with Central Health, be sure to disclose your name and that you are affiliated with Central Health, and state that your post, blog, or comment is your own opinion. You must state that the views expressed are your own and are not those of Central Health.
3. Be professional. Be aware that anything you say about yourself, the organization, or your colleagues is available for anyone to read and share. Do not respond to “trolls” with negativity. If facts are clearly being misrepresented, alert Communications staff so that Central Health may make an official response. When you are on your own time using your personal social media accounts, you may still represent Central Health even if you don’t explicitly state that you are an employee.
4. Like, share, and support. Central Health relies on our friends, followers, and fans to help us share our great stories, news and updates. You can help by sharing our posted content with your own social channels and encouraging your own network to also like, follow, and friend Central Health.
5. Be supportive. Share content from social media channels belonging to Central Health’s partners and affiliates. Help our larger community become aware of the great work all of us are doing.

What You Should Never Do

1. Disclose patient information. Do not talk about patients or release patient information. Always follow HIPAA guidelines.
2. Share confidential information. If you find yourself wondering whether you can or should talk about something you learned in your role with Central Health - don't.
3. Share information or opinions that put Central Health in a negative light.
4. Discuss others, including colleagues, partners, or even other users who may be commenting on the same story or post, in a negative way. Do not refer to anyone in an abusive or harassing manner, or engage in fights with critics.
5. Discuss legal information. Do not disclose anything to do with a legal issue, legal case, or attorneys.
6. Share materials that belong to the Central Health Enterprise or one of our partners without permission or giving proper credit. Always make sure to give credit to the original authors of any content that you are publishing (text, images, trademarks, video, etc.) from a third party, and that Central Health has the copyright or written approval for using said material. This requirement does not pertain to retweeting or sharing via the “share” button any content posted by others in your network.

POLICIES

Central Health fully respects the legal rights of our employees and board to engage in concerted and protected activities, and any part of these guidelines that interferes with the legal rights of our employees will not be enforced. In general, your personal time and personal social media accounts are your own business. However, activities in or outside of work that affect your performance, the performance of colleagues, or Central Health's business interests are a proper focus for these policies.

The following are recommended policies for Central Health employees or board members who participate in social media. Social media includes personal blogs and other websites, including Facebook, LinkedIn, Twitter, YouTube, or others. These policies apply whether employees are posting to their own sites or commenting on other sites:

1. Follow all applicable Central Health policies. For example, you must not share confidential or proprietary information about Central Health and you must maintain patient privacy. Among the policies most pertinent to this discussion are those concerning patient confidentiality, government affairs, mutual respect, political activity, Computer, E-mail & Internet Use, photography and video, and release of patient information to media.
2. Write in the first person. Where your connection to Central Health is apparent, make it clear that you are speaking for yourself and not on behalf of Central Health. In those circumstances, you should include this disclaimer: "The views expressed on this [blog; website] are my own and do not reflect the views of my employer." Consider adding this language in an "About me" section of your blog or social media profile.
3. Only designated employees are authorized to speak on behalf of Central Health as an official spokesperson. These roles are clearly designated and defined, so if you are unsure whether or not you are authorized to make an official statement – don't.
4. If you identify your affiliation to Central Health, whether explicitly in your post or within your profile where other users may see the association, your social media activities should be consistent with Central Health's high standards of professional conduct.
5. If you communicate publicly about Central Health or Central Health-related matters, you must disclose your connection with Central Health and your role.
6. Be professional, use good judgment, and be accurate and honest in your communications; errors, omissions, or unprofessional language or behavior reflect poorly on Central Health, and may result in liability for you or Central Health. Be respectful and professional to fellow employees, business partners, competitors, and patients.
7. Don't pick fights — if and when you see misrepresentations made about Central Health on a social media channel, do not engage the poster(s) but alert the Communications Department.

8. Ensure that your social media activity does not interfere with your work commitments.
9. Central Health discourages staff in management/supervisory roles from initiating “friend” requests with employees they manage. Managers/supervisors may accept friend requests if initiated by the employee, and if the manager/supervisor does not believe it will negatively impact the work relationship.
10. Unless approved by the Director of Communications, your social media name, handle and URL should not include Central Health’s name or logo.

If you have any questions about what is appropriate to include in your social media profile(s), contact the Communications Department.

WEBSITE

The Central Health website is one of the organizations most important tools for communicating and engaging with the community. Audiences include:

Patient population (Travis County residents with low income)

1. General community
2. Elected officials
3. Media
4. Community influences
5. Partners

CentralHealth.net is a hub of information geared towards public accountability and transparency. However, the 2018 Germane Solutions performance review suggests the website could be enhanced to reach more people and help Central Health achieve its strategic goals.

In 2019, Central Health plans to create an even clearer path for residents to access health care and services, connect the Central Health Enterprise, and create a more compelling narrative about the value the Enterprise brings to Travis County.

Beginning with suggestions and recommendations from the recent performance audit and subsequent evaluation by Influence Opinions, an overhaul of the homepage and navigation are top priority. These revisions will place our health care services front and center, and make it easier for visitors to learn about and obtain those services. This will not be a comprehensive revision, but mostly limited to content organization

and hierarchy, with aesthetic and context modifications to make the site generally easier to use. Our hope is www.centralhealth.net will be a destination and resource for those seeking health care services.

Spanish content is also planned. We are not yet certain if the entire site will be mirrored or if the translations will be limited to key areas (services, locations, general information, etc). We know that visitors to existing Spanish content on MAP and Eligibility content is roughly 5% of total visits.

Compliance with ADA standards, likely AA Level, is also planned. This project could prove to be relatively expensive, as it involves meeting numerous specific criteria that pertain to new, complex capabilities, such as real-time captions for live meetings, contextual navigation, and the ability for content on the site to be spoken by a software reader installed called on a user's computer or device, among other requirements. Working with Patti Miller, Central Health's compliance officer, and Vertex, we plan to have a better understanding of the scope of meeting ADA Level AA Standards in early 2019, and begin moving forward with a phased implementation plan.

NEW IN 2019:

- Website integration/consolidation for Central Health Enterprise
- Enhancing the user experience

We have already completed consolidation of several standalone websites into the main organizational site at www.centralhealth.net. To date, content from cheligibility.net, medicalaccessprogram.net, and centralhealthcampus.net has been integrated into our primary website, with the standalone sites being disabled and the domains pointing to the new pages at centralhealth.net.

Not only does this simplify the content management processes for our staff and the branding and integration for our users, it also represents significant cost savings. Because each individual site requires regular maintenance, updates, and security monitoring by our website contractor, we should see approximately \$3,600 in annual cost reduction by consolidating those multiple sites into one.

PUBLIC EDUCATION

Tools include an awareness survey, collateral and other materials such as infographics, videos, explainer videos, and podcasts that help measure our efforts and convey the vision, mission, initiatives, and resources of the Enterprise organizations. Always adhere to a brand hierarchy for all public facing documents.

PUBLIC REPORTS AND INFORMATION

Central Health maintains a library of reports, fact sheets and other informational materials, which are available upon request and accessible at centralhealth.net. The library includes includes:

- Board of Managers Bylaws
- FY19-20 Work Plan
- Annual Budgets and Taxpayer Impact Statements
- Financial Dashboards and Audits
- Annual Reports
- Demographic Report
- Strategic Plans
- Dell Med Community Impact Report; Progress Snapshot
- Brackenridge Campus Master Plan
- Issue Sheets including:
 - How Central Health Works
 - Behavioral Health
 - Cancer Care
 - Budget and Tax Rate
 - Delivery System Reform Incentive Payment (DSRIP) Program
 - Supporting Unreimbursed Hospital Care
 - Women's Health Care
 - Central Health and CCC Clinic Map
- Germane Solutions Performance Review (Central Health, Sendero)
- MAP materials
- E-newsletters (see Social / Digital Media section)

NEW IN 2019: CENTRAL HEALTH ENTERPRISE CO-BRANDING

To help the public understand how the Central Health Enterprise affiliates are connected and the value it brings to the community, co-branding is vital. Strong co-branding has many valuable benefits for the Enterprise. Effective co-branding builds credibility for all the affiliates and allows each to draft off of the other. It helps community members more easily recognize who we are and what we do together and how we bring value to Travis County. It also helps build pride internally among employees and board members.

In 2019, the Central Health will conduct a brand audit of the Central Health Enterprise and look at opportunities to create a stronger strategic branding alliance of the Enterprise affiliates.

Opportunities for co-branding are everywhere, including:

- Promotional materials such as event posters and flyers
- PowerPoint presentations
- Published reports
- Social media content
- Press releases and other media content

- Signage in waiting rooms and other public spaces
- During internal training and on-boarding of new employees
- At public events and when appearing at public forums such as presentations before Travis County Commissioners

COMMUNITY ENGAGEMENT

Using the systematic approach to community engagement referenced above, the Central Health Enterprise can share information and gain valuable input to inform the Enterprise’s decision-making process for the purpose of building consent and trust across a wide variety of stakeholder groups. Depending on the set of objectives determined by the team, each project will require a unique combination of tactics.

- *Working Meetings, Open Meetings, Forums, Public Hearings, Open Houses, Town Meetings*
 - Working meetings seek to achieve a specific and clearly stated purpose based on a set agenda of work that needs to be accomplished. Staff needs to design the attendance, the agenda and the preparation for the meeting strictly around a predetermined purpose.
 - Open meetings resemble a working meeting, except there is an audience observing the working group. These include Board Subcommittee meetings.
 - Forums aren’t designed to accomplish a task, negotiate an issue or resolve differences. They’re designed to air certain issues, hear different points of view, shed light on a subject, make sure everyone has a chance to be heard—but not make any decisions.
 - Public hearings are the minimal legal requirement for citizen participation. Every year, Central Health holds two to three public hearings leading up to the Board’s approval of the following fiscal year’s budget. It is in our best interest to have an informed public that testifies about their views of our proposed budget. Uninformed publics, and misinformed publics, base their testimony on their ignorance or misinformation. It is also in our best interest to know the concerns that will be aired ahead of time. If a concern is news to us and we have not had a chance to resolve it, we can prepare accordingly.
 - Open houses provide every constituent the opportunity to ask questions, express concerns, react to what is being proposed and make suggestions to the technical experts who are responsible for developing a plan or program.
 - Town meetings are meant to attract large gatherings of people through major communications channels. It is a useful method to listen to what the people have to say on current issues, what their sentiments, feelings, aspirations, hopes and dreams are, and to engage in two-way dialogue.

- *Data collection through stakeholder/consumer interviews or surveys*
 - If the decision that will be based on the conclusions of this survey involve a great deal of money, or if they will affect people's lives in a major way, then an expert should conduct the survey. Otherwise, in collaboration with strategic planning staff, the community engagement team will ensure the validity of the survey and survey administration.

- *Focus Groups*
 - Participatory observation and focus groups have nothing to do with numbers; they yield anecdotal data, such as ideas, views, visions, experiences and stories.
 - Assemble a group composed of a variety that think and feel not unlike the people in the population you are studying. Elicit ideas and opinions of all the members, draw them to express their thoughts and feelings.
 - Be careful not to manipulate them, nor to let them intimidate each other, but to hear each other out and to let the group discover what its members' innermost feelings are about the issues before them.
 - Follow [Focus Groups: A Guide for Marketing and Advertising Professionals](#) by Jeane Farley Templeton.

- *Adequately Responding to non-PIR Inquiries*
 - Non-PIR inquiries by the public are made by phone, mail, email, social media, and drop-in visits.
 - Establish procedures and mechanisms to facilitate getting inquiries taken care of with a minimum delay, and without undue effort by your staff.
 - Develop fact sheets with prepared talking points and answers for commonly asked questions and expressed concerns. Share these with front-desk staff and public-facing staff members and Community Health Champions.

- *Community Health Champions*
 - Continue to promote and recruit Community Health Champions, a group of more than 50 residents representing diverse ethnicities, income levels, locations, and backgrounds.
 - Central Health communications and community engagement staff oversees the recruitment, production of materials, logistics of meetings and speakers, and coordination with community partners to facilitate the meeting and education of the group members.
 - Participants learn about the Central Health Enterprise and how it leverages partnerships with world-class health organizations to reinvent the way health care is delivered, increase access and improve care in a fiscally responsible manner.
 - Community Health Champions are a valuable asset to support grassroots communications, outreach, and engagement efforts in the communities they serve and represent.

- *Advisory Committees*

- Using advisory committees can accomplish many community engagement objectives. But creating and/or using them results in a considerable commitment.
- The single most common error often made when using advisory committees is using them without enough forethought.
- Determine exactly what they need to accomplish as well as how they can accomplish it.
- Different kinds of advisory committees include:
 - Advisory committees that give popularity-type advice
 - Advisory committees that give content-type advice
 - Advisory committees that are made up of a blue-ribbon panel
 - Advisory committees that are designed to serve as watch-dogs over their advisees
 - Advisory committees designed to build a constituency for the agency's cause
 - Advisory committees that are designed to de-polarize interests and build consensus among them
 - Advisory committees that are designed to function as an outside third-party to referee a particular dispute
 - Advisory committees of gofers
 - Advisory committees of foxes
 - Advisory committees of eager beavers
- Consult with the communications and community engagement staff to determine the type of advisory your project needs and/or consult the aforementioned CDIC model.

- *Speaking Engagements at Neighborhood, School, Group and Organization Meetings*

- Attend community events and neighborhood meetings and encourage the community to participate.
- Collect testimonials and stories from participants to share through social media channels.
- To boost engagement, host engagement events to continue building relationships related to:
 - The Brackenridge Campus redevelopment
 - The Southeast Health & Wellness Center
 - Community Health Champions
 - Central Health Equity Policy Council

- Create talking points and supporting materials (i.e. PowerPoint) to assist Enterprise executives and board members at public events. All materials will be culturally competent and will be produced in appropriate languages etc.
- *Conflict Mediation*
 - Our ability to obtain informed consent sometimes depends on whether or not we can iron out conflict between two or more stakeholders. When this is the case, we may want to do all we can to mediate the conflict.
 - Consult with the communications and community engagement staff to determine the best approach and/or consult the aforementioned CDIC model.
- *Facilitating Internal Communications*
 - It is easy to become too focused on one's own area of responsibility that we forget to talk to each other. This often poses challenges. Next thing you know, stakeholders express concerns about the mixed messages they receive from every staff member.
 - Create mechanisms that might be used by the Enterprise to facilitate increased cross-hierarchy, cross-departmental, and cross-organization communication.
 - The use of Trello has helped increase internal communication and it should be used more broadly.
- *Assigning Staff Liaisons to Stakeholder Groups*
 - Concerns and problems that are brought to our attention early in the planning process can generally be resolved. Those that are not brought to our attention until late in the planning process generally are much more difficult to resolve.
 - To ensure maximizing our chances of obtaining informed consent, we must have open communication channels between potentially affected individuals/stakeholders well before any project or initiative begins.
- *Public Supporters*
 - Develop a base of public supporters to speak at Board of Managers, City Council, and Commissioners Court presentations.
 - Recruit supporters using social media calls-to-action and from established health-minded groups, such as Community Health Champions and Equity Policy Council.
- *Community Events*
 - Create calendar and manage participation in community outreach activities including:
 - Health and wellness events

- Resource fairs
- School and faith-based events
- Community application assistance programs.
- Specific examples of activities include:
 - Participation in the Ventanilla de Salud Health Fair
 - The Asian Community & Education Foundation Resource Fair
 - Austin ISD Back to School Bash
 - Coffee with the Principal events
 - St. Johns Community Thanksgiving Dinner
 - Coats for Kids Event
 - Emmaus Catholic Parish Health Fair
 - Berkley United Methodist Health Fair
 - Application assistance programs at Webb Family Resource Center and Front Steps of Austin

² Most community engagement tactics are based on the Systematic Development of Informed Consent (SDIC) public engagement process from the Institute for Participatory Management & Planning (IPMP).

GOVERNMENT AFFAIRS

In addition to outreach and engagement with patients, residents, taxpayers, and grassroots communities, the Enterprise will engage with local elected officials, community leaders, and other key stakeholders to raise awareness about the Enterprise mission and vision, and the work it does to make those a reality for Central Texas.

- *Stakeholder Outreach List*
 - Groups include:
 - Government and elected officials (Government Affairs)
 - Mayor and city council
 - Travis County Commissioners Court
 - State/Federal leaders
 - Community leaders
 - Business organizations
 - Community groups
 - Coalitions
 - Civic groups

- Groups/individuals that supported Prop 1
 - Partners
 - Seton Healthcare Family
 - Dell Medical School
 - Travis County
 - City of Austin
 - Healthy ATC
- Inform Stakeholders of key initiatives, changes, events, and milestones, through outreach including:
 - One-on-ones
 - Small group sessions
 - Email
 - Social media
 - Digital outreach
 - One-pagers
- Maintain ongoing communication with national/regulatory agencies including the U.S. Department of Health & Human Services, the Center for Medicare & Medicaid Services. and White House staff
- Develop presentations for stakeholder events

INTERNAL COMMUNICATIONS

Building awareness about the Enterprise among internal audiences continues to be a key priority for 2018. Enterprise employees are important community ambassadors who can help elevate Central Health’s mission and enhance its brand strength.

- *Monthly E-Newsletter*
 - Enterprise employees receive a monthly e-newsletter to help boost awareness for the shared mission and how the affiliates and partners work together to achieve it.
- *Orientation Video for New Employees*
 - An orientation video created in 2017 for new employees welcomes new members into our Central Health family. The video aims to inspire new employees to embrace the Central Health Enterprise mission and vision so that every day, employees strive to give their best to make a difference in improving the lives of the people the Enterprise serves
- *Customized Email Signatures*
 - Develop customized email signatures to support key initiatives, special programs or milestones or events. Examples:
 - Nov.: “Enroll in health coverage. Call 2-1-1 before Dec. 15.”

- Dec: “Share the most meaningful gift of all – better health. #CareToShareATX
- April: Celebrating National Community Health Center Week by Connecting Our Community to Care.

MARKETING / ADVERTISING

To help educate Travis County residents about the Central Health Enterprise, the Central Health Board of Managers funded a public education initiative in FY17. The Board heard from elected officials (e.g. Travis County Commissioners) and community members that Central Health must build awareness of the organization’s mission, demonstrate the value it provides to the community, and give residents confidence that Central Health is a good steward of public funds.

The broad-based public education initiative was comprehensive and bilingual (English and Spanish), and it was designed to build awareness about the Central Health Enterprise and how it helps people access health care. Research-based, the initiative included paid media, media, and earned media.

Central Health conducted the following research in summer 2017 to identify target audiences, confirm messaging, and test creative approaches for the public education initiative.

Key findings included:

- Eighty five percent agree that all people who live in Travis County should have access to quality health care, regardless of their ability to pay.
- The more people know about Central Health, the more supportive they are of the organization, and most importantly, its vital mission of providing access to health care for people with low income or who lack insurance.
- When describing Central Health, a description must be more than accurately stating “who,” it must be followed with “how” and provide supporting details.
- There is strong and broad support for collaboration and partnerships, including with Dell Medical School at UT and Seton.

Primary Target Audiences (Dual Audiences)

- Patients/Prospective Patients
- Homeowners and voters age 35-64, residing in Travis County, who believe in Central Health’s mission, and are actively engaged in the community.

Secondary Audiences

- General public, elected officials, partners, staff

PAID MEDIA

The initiative included four weeks of broadcast, outdoor, and digital media (Nov. 8 – Dec. 3 2017), and five months of paid social media (Nov. 8 – March 31). The media flight will delivered more than 36 million impressions in Travis County. All media elements are available for re-use, and they include:

1. **TV:** Consists of a :30 and :15 spot.
2. **Radio:** Consists of :15 and :30 ads in English and Spanish, on top-ranked station across a variety of formats, including KUT.
3. **Outdoor**
4. **Transit:** Bus-side advertisements and interior advertising placards on Capital Metro transit.
5. **Digital & Social Media:** Platforms include online, smartphone and other mobile devices.
 - **Facebook.** English- and Spanish-language newsfeed ads, promoted posts, and video view ads.
 - **Twitter.** Promoted tweets.
 - **Pandora Radio:** One :30 second radio spot and one 300x250 companion banner on the number one “station” in Austin.
 - **Pre-Roll Video Ad Exchange.** Pre-roll videos featuring Central Health TV spot prior to the videos that people have selected to view online or on their mobile devices. Includes companion banner ads.
 - **In-Content Video Platform.** In-content video ads featuring Central Health TV spot will appear within premium editorial content.
 - **Online and Mobile Banner Ad Exchanges.** Online and mobile banners
 - **Google Paid Search.** Google is the top search engine in Travis County and arguably the most efficient way to reach people who are searching for information about Central Health.

OVERVIEW:

To measure the effectiveness of the Fiscal Year 2017 public education initiative, Central Health worked with research vendors to conduct a December 2017 survey of people who live in Travis County (N=707, MoE=+3.7%). The poll immediately followed the month-long public education initiative and was a follow-up to a baseline survey conducted in 2016.

The communications efforts of Central Health between the 2016 poll and the 2017 poll led to a significant increase in recognition of the organization in Travis County as a whole and specifically with targeted audiences of the public education initiative. The community continues to overwhelmingly support the organization’s mission and responds positively to messaging highlighting success at serving the mission.

Continuing to educate the community will grow the percentage of people in Travis County who know about and support Central Health and its dual mission of providing access to coordinated, high-quality care to those lacking access and being a responsible steward of public resources.

PAID SOCIAL MEDIA

Today you must “pay to play” when it comes to social media. Reaching a broad target audience organically is impossible – you must put money behind every post. Putting as little as \$25-\$30 behind our top performing post gives our content an opportunity to reach and engage with more people beyond our current followers . Paid social helps Central Health target specific audiences (zip code, age, language, demographics), include a call-to-action that will lead audiences to the Central Health website, and track audience response and engagement.

In FY 18, Central Health spent approximately \$2000 boosting Facebook posts. In FY 19, we plan to have an even more aggressive – and sustained presence. In addition to boosting individual Facebook posts, we will explore Facebook advertising and targeted campaigns.

Social / Digital Media

A majority of target audiences are on Facebook, Twitter, and LinkedIn. Enterprise organizations should focus on these channels to ensure audiences are seeing our messages. To increase the likelihood that messages are seen by the most individuals, sharable content should be pushed to our audiences from the website and Enterprise social media channels, increasing the likelihood of content being shared organically.

Facebook

Facebook is currently the largest social network, but it can be one of the most difficult to master because of ongoing changes to the platform and news feed algorithm. The key is knowing that users are there to connect with close friends and family, so you must break through the clutter with information that already interests them.

Facebook users are more likely to unlike a page if they do not find the information provided by the page valuable to them. Sharing primarily photos, videos, timely health news and tips, asking provocative questions, and feel-good stories are ways to keep fans interested.

With Facebook’s recent changes in Page organic reach, buying advertising is the best way to guarantee the target audiences on Facebook will see a message. We recommend this for key events, major announcements, and larger campaigns, such as ACA enrollment.

Facebook Guidelines

- Post during peak hours, between 1 – 4 p.m.
- Use a consistent voice that is approachable, informative and engaging.
- Keep content and messaging simple, consistent, and repetitive.
- Always share a photo, video, or article with image.
- Tag entities when applicable (e.g. Seton, Dell, etc.).
- Always include a call-to-action so readers know what you are asking them to do (e.g. attend an event, read an article, sign-up, take a poll etc.).
- Ask friends, employees, and other key stakeholders to “Like” the Central Health Facebook pages, and those of other Enterprise organizations
- Buy advertising to guarantee that target audiences on Facebook will see important messages. We recommend boosting posts for major announcements and larger campaigns.
- Post daily if you have engaging, sharable content. Fewer than two posts per week will not engage audiences enough for them to maintain a social connection, but too many posts will likely disengage target audiences.

Twitter

Since Enterprise organizations have established Twitter handles, it is critical to continue building a following and engaging with followers to help amplify the reach of messaging. Using Twitter is an effective outlet for positioning the organizations and partners in a positive manner among stakeholders, key legislators, and target audiences.

- Based on the digital audit, a majority of Enterprise key influencers are on Twitter. Outlined below are Twitter recommendations for Enterprise organizations:
 - Tweet during peak hours, that is 10 a.m. – 2 p.m. (best day is Tuesday).
 - Be sure to follow key stakeholders/influencers and media (refer to the Appendix for following lists, partners’ followers list and communities lists). Twitter is an especially effective way to engage reporters. Follow on Twitter every journalist who writes about the organization, and others it plans to pitch/engage.
 - Cross post with allies and acknowledge supporters Facebook posts and tweets.
 - Mention specific @handles when applicable.
 - Retweet influencer content to create more visibility.
 - Keep tweets concise and always include links to longer-form content (like news posts or links to the website). These links allow for easy measurement and reporting, allowing monitoring

to track how many clicks certain types of stories receive, which guides message refinement and identifies emerging conversation trends on Twitter.

- Use issue and industry-related hashtags to support communications goals and attain new followers:

#TravisCounty	#innovation	#jobs
#TravCo	#health	#ATXhealth
#ATXcouncil	#healthy	#ATXhealthy
#CentralHealth	#ACA	#news
#BrackCampus	#EnrollATX	#txlege
#healthcare	#getcovered	#tx
#HealthCareForAll	#CareToShareATX	#atxgov
#mentalhealth	#family	#AustinInnovates
#wellness		

- Tweet an average of three to five times a day. This number includes all posts and engagements including new content, links, shares, retweets and @replies.
- Create private Twitter lists for Influencers. A Twitter list is a curated group of Twitter users. Viewing a list timeline will show you a stream of tweets only from users within that list. This is a convenient way to review tweets of influencers, reply to tweets and retweet.
- <https://support.twitter.com/articles/76460>
- Central Health uses Hootsuite, a social media management tool, to plan, manage, and track social media posts. Each Enterprise organization should have a dedicated social media point of content to make sure social media content is current and consistent.

LinkedIn

LinkedIn pages can help users learn about the Enterprise affiliates and their projects. This is a great channel to push breaking news and messaging to employees and key influencers, such as community and business leaders. Although the Enterprise does not currently have a LinkedIn page, Central Health, Sendero Health Plans, and CommUnityCare each have a business profile on the platform. Greater utilization of this platform will increase visibility.

- Post content
 - Post on an as-needed basis. This can be new content, links, shares, and comments.
 - LinkedIn posts should be concise like a tweet, but there is room to share additional information (posts can have up to 700 characters with spaces).

- Always include links to a longer-form content, such as links to the website or news stories. These links will allow for easy measurement and reporting.
- Cultivate a following
 - Encourage all Enterprise affiliate employees to add their current position to their profiles. This will feature the affiliate company page on employee profiles, and help to drive more traffic to the main page. Similar to Facebook, when employees log in to their accounts, they will see Enterprise content posted by employers in their news feed. This will help educate employees about the Enterprise.
 - Convert patients into followers by encouraging them to follow Enterprise pages to stay up to date on news and events.
 - Include LinkedIn links on Enterprise affiliate websites by embedding follow buttons.
 - Get in front of the right audience with promoted content. Similar to paid ads on other social media platforms, Enterprise affiliates can boost posts on LinkedIn to reach specific audiences.

ADDITIONAL NOTES ON SPECIFIC CHANNELS:

Twitter: The best channel to reach stakeholders and community influencers. Follow all key stakeholders and media from the corresponding lists (appendix).

Facebook: The tool that is directed to a broader general public of your target audience. Keep content and messaging very simple, ALWAYS include a call-to-action so readers know what you are asking them to do. Photos, video, or other engaging visuals are essential.

LinkedIn: Another useful tool to gain visibility with influencers such as community leaders, the business community, and policy makers. Since this site doesn't require a lot of ongoing maintenance, spend the time on the front end to enhance the page visually with content in every field possible (using keywords).

Instagram: In recent years, photo sharing has emerged as a main social media activity. Instagram has led this trend by offering a platform for visual story-telling, made easy with custom filters and a platform that seamlessly integrates with Facebook, Twitter, and other websites. The Instagram audience includes 55 percent of all online 18- to 29-year olds in the U.S. Posting often daily with appropriate hashtags increases audience engagement and visibility across the platform.

Use Instagram to garner support from constituents by sharing compelling photos of events, employees, and volunteers. Other best practices include:

- Creating an organization hashtag to categorize photos

- Re-graming (share) photos from employees / general public
- Using Instagram Live to broadcast an event
- Growing Instagram following by engaging with users photos by liking or commenting

SEO

Search Engine Optimization is a free way to ensure the Enterprise websites are visible in the searches we care about. When people search for “access to health care” or other related messaging, centralhealth.net and other Enterprise sites should come up first in search engine results allowing our messaging to appear before other organizations. With a clear communications strategy in place, this is the perfect opportunity to increase organic ranking. Include SEO in Spanish – especially for eligibility services.

Keyword research should be conducted in order to determine relevant keywords people are searching in Travis County. Keywords and phrases with high search volume should be used whenever possible, including in: website body copy, post titles and headlines, website and publication opening paragraphs, descriptions on social media pages and photos, tags (title tags and meta descriptions) and in social media posts themselves.

IO conducted initial keyword research. Please see list of keywords in the Optimization section.

PPC

Online pay-per-click (PPC) advertising presents a huge opportunity for the Enterprise to increase online visibility. PPC is a type of online advertising used to direct traffic to a landing page. PPC ads can be run on Google and social media sites (such as Facebook and Twitter). Ads appear when someone searches for a particular keyword or phrase and / or appear to individuals fitting certain demographics (age, physical location, gender, etc.).

The unique benefit PPC advertising provides is the advertiser is only charged when someone clicks on the ad and is directed to a landing page (hence the name “pay-per-click”). Running ads is free, which means messages can be seen by a target audience (also called impressions) at no cost to the advertiser.

PPC can be tracked, making it easy to understand what ads are driving the most engagement. An ongoing PPC campaign keeps impactful messages in front of the right people.

- Recommended Channels: Facebook, Google Adwords, Google Banners, Twitter
- Where people are directed when they click: www.CentralHealth.net, another Enterprise group site, or a specific campaign landing page.
- Target Audience: Geographic location set for Austin, Texas

- *Note: Specific targets will be developed on a campaign basis*

SUPPORTING BOARD OF MANAGERS ACTIVITIES

- The communications teams produce materials for Central Health and the board of managers. The team develops, manages, and produces PowerPoint presentations, infographics, collateral pieces, videos, talking points and other materials, such as:
 - Stakeholder Outreach Plans
 - Central Health Strategic Plan
 - Budget Presentations
 - Community Engagement documents
 - Posters, fliers, brochures

EDITORIAL CALENDAR

The Central Health Communications Team maintains an annual calendar on Trello, our project management software, with captures forthcoming events, milestones, and opportunities across the Enterprise to assist in better planning and execution of communication efforts. The calendar emphasizes daily, weekly and monthly activities that provide content for social and earned media, and communications with partners and staff.

MONTHLY THEMES

To ensure message consistency and support CommUnityCare Health Centers' health education efforts, the Central Health Communications Team will use the following monthly themes and hashtags.

January: #CervicalCancer

February: #HeartHealth

March: #ColorectalCancer

April: #WorldHealthMonth

May: #StrokePrevention

June: #NationalSafetyMonth

July: #Hepatitis

August: #ImmunizationAwareness

September: #CholesterolAwareness

October: #BreastCancer

November: #DiabetesAwareness

December: Flu Vacines - #NIVW (National Influenza Vaccination Week)

MEASUREMENT

The 2018 digital audit and the 2017 awareness poll provide benchmarks for measurement of Enterprise communications activities.

COMMUNITY ENGAGEMENT AND OUTREACH

Through the implementation of Insightly, we can also track how our email distribution list is growing and the level of stakeholder engagement—from interested to actively engaged citizen. We can also measure the effectiveness of each engagement and outreach activities by tracking performance measures for each activity. Our documentation process will also help us improve constituent relationships by recording our conversations and interactions with active citizens on Insightly.

MEASURES INCLUDE:

Awareness

- Increase in familiarity of Central Health and its mission (based on 2016 and 2017 poll).

Community Engagement

- Increase in number of people who sign up to receive our emails/newsletters (interested citizens)
- Number of interested individuals/Newsletter Signups
 - Interested General
 - Interested Community Health Champions
 - Interested Eastern Travis County
 - Interested SEHWC Tour
- Attendance of interested individuals (or advocates)* to community conversations
- Attendance of interested individuals (or advocates) to advisory committee meetings
- Attendance of interested individuals (or advocates) to public hearings
- Number of surveys circulated and submitted by interested individuals (or advocates)

(New in FY19):

- Number of community conversations held by interested individuals (or advocates)
- Number of newsletter sign-ups submitted by interested individuals (or advocates)

* Interested individuals include those who participate in meetings, Central Health Equity Policy Council, Central Health Community Health Champions, became board members of a health organization as upon graduating from the Community Health Champions program, and volunteer hours—including, but not limited to using the Know the Facts fact sheets and social media tool kit to increase awareness of the Central Health Enterprise.

COMMUNITY OUTREACH (NEW FOR FY19)

- Number of outreach activities (tabling events, street outreach campaigns and outreach events put on by CH) meant to connect priority population with health care
- Number of new cross-marketing partnerships
- Number of trainings for nonprofit, public agency staff on enrollment and eligibility
- Number of trainings for Community Health Champions outreach ambassadors
- Number of individuals in priority population reached in each outreach activity meant to connect individuals with health care
- Number of individuals in priority population who sign up to receive electronic communications
- Number of people who were pre-screened for MAP
- Number of people who were referred to CH MAP
- Number of people informed and activated to refer people to CH
- Number of people reached by partners via shared flyers, newsletter blurbs and social media posts

SOCIAL MEDIA

Expansion of social media audiences and increase in social media “Likes,” “Follows” and “Shares” on main social media channels.

Facebook

- Increased Total Likes by 10%
- Maintain video views over 16,000 per month
- Average Page Engagement of 600 per month
- Average Organic Reach of 650 per month.

Twitter

- Tweet at least daily
- Increase Twitter followers by 10%
- Increased monthly tweet impressions to monthly average of 60,000
- Average more than 50 mentions per month
- Increased crossover amplification with partner channels.
- Increased crossover following with Dell Medical and Seton Twitter profiles by 15%

YouTube

- Produce at least two new videos per month, not including meetings
- Average 1,250 video views per month

LinkedIn

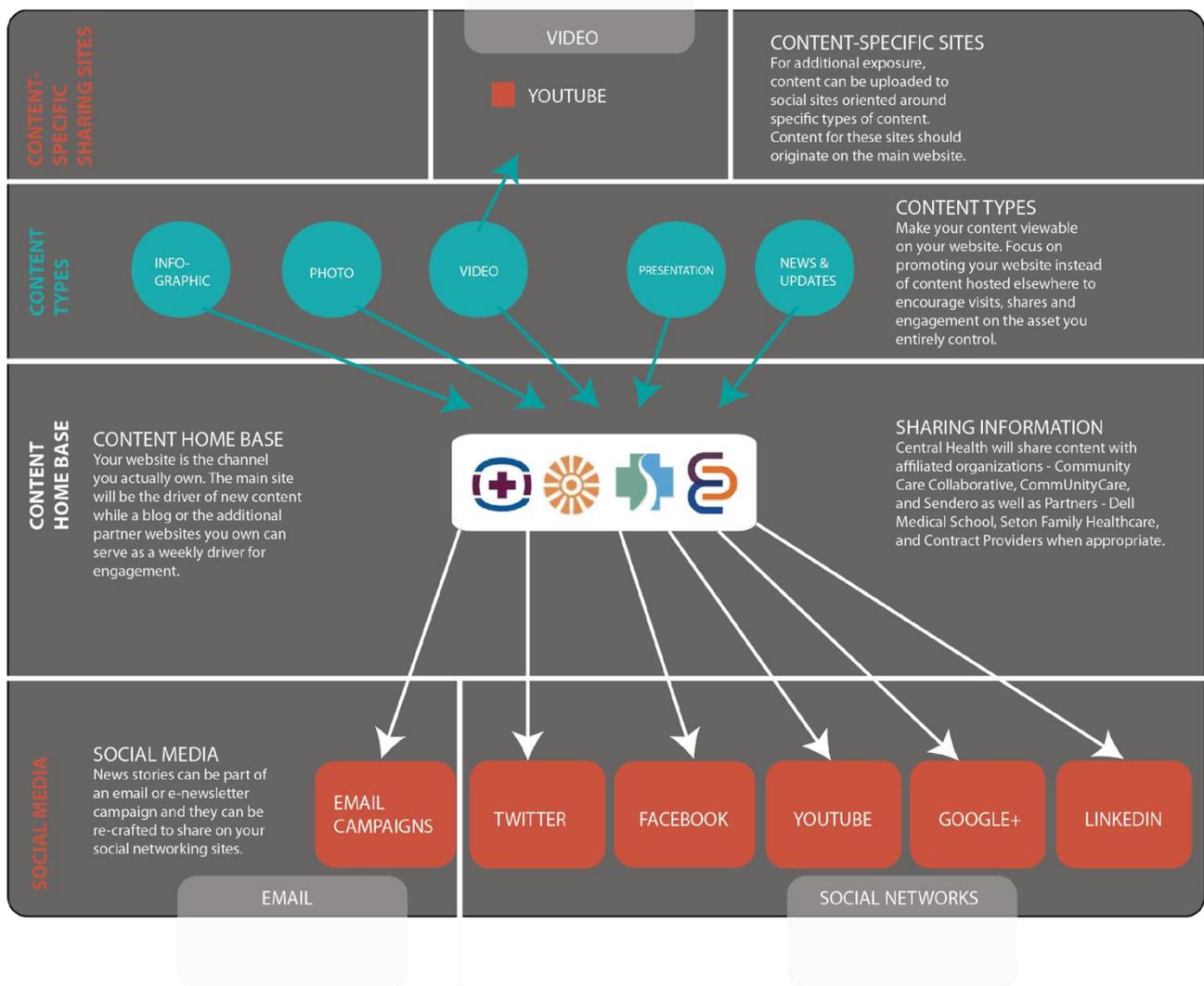
- Increase LinkedIn presence by posting content at least once a month
-

MEDIA RELATIONS

Increase in media stories.

- Increase the average number of local articles about the Enterprise to 25 per month. Articles are defined as OpEds by Key Stakeholders and longer form pitched articles.
- Shift in conversation to include more keywords around ROI.

ONLINE INFRASTRUCTURE OF ENTERPRISE ASSETS



PROACTIVE PUBLISHING WORKFLOW

The following is a step-by-step process for publishing and promoting content online:

1. Start with a one-pager, press release, article, or op-ed created by an Enterprise affiliate or partner.
2. Upload the content to the appropriate section of the website.
3. Schedule or share the link on Facebook, Twitter, and LinkedIn with an engaging blurb about the content of the story with links back to the website as often as possible.
4. Share content with affiliated organizations, partners, and key stakeholders if applicable.

OR

1. Start with a study, news story, or image that is posted on a news outlet, Facebook or shared via Twitter or LinkedIn.
2. Repost or share on Facebook, Twitter, or LinkedIn to engage other organizations, driving traffic to content with which the Enterprise aligns.

STAFF, BOARD, AND PARTNERS' ONLINE ROLE

A benefit of being an organization with partners is the opportunity to leverage the online presence of those groups to extend the reach of Enterprise messages.

When Enterprise organizations want to increase the reach of important announcements, events, and campaigns, the announcement should be sent out email using a standard template. The template should include:

- Description of the event, issue, campaign
- Specific call-to-action
- Sample email, posts and/or tweets with links that are ready to be copied and pasted. Include hashtags.
- Images
- Provide Spanish translation when applicable

OPTIMIZATION

ON PAGE OPTIMIZATION + KEYWORD PHRASES

Below is a list of keywords that target audiences use when searching for or talking about the Enterprise brand and industry news. The following keywords (in order of priority based on search volumes) should be reflected in editorial themes, topics and content created including: headlines, opening paragraphs, descriptions, tags (including YouTube meta tags and SEO tags for website pages) and in the social media posts themselves. Be careful not to overuse these keywords, but rather, use them strategically.

Headlines, titles, and descriptions are the most important aspects of your content. Try to keep titles to no more than 60 characters long and always do the following: accurately describe the topic, include a keyword phrase and convey the value to the potential reader or watcher.

Keyword optimization is not case sensitive for search, but exact phrases should be used whenever possible.

health insurance	medical insurance
health insurance texas	map of central texas
cheap health insurance	get health insurance
medicare	health insurance coverage
medicaid	community health services
health care marketplace	health insurance coverage
community care austin	health coverage
texas health care	travis county health care district
health care	health care services
health	low cost health insurance
health care insurance	health care reform
chip insurance	health care insurance
medical	health partners
central health	best health insurance
central health austin	affordable health care plan
community health	individual healthcare plan
sender	cheap healthcare
community care collaborative	medical access program austin
low income health insurance	healthy living
health care reform	austin health insurance
cheap health insurance	austin health care
health insurance exchange	central texas health
womens health	health care
health news	health services
health plans	health care plans
affordable health care	getting health care
medicaid eligibility	health facts
medicare eligibility	health care solutions

HASHTAGS

In addition to the keyword phrases listed above, social media sites such as Twitter and Facebook have a hashtagging functionality that creates online conversations about a particular topic. Two is the recommended maximum number of hashtags. Enterprise organizations should take advantage of this opportunity to use the following relevant and highly-used hashtags (also listed on page 54, under Twitter):

#TravisCounty	#ACA
#TravCo	#EnrollATX
#ATXcouncil	#getcovered
#CentralHealth	#CareToShareATX
#healthcare	#family
#HealthCareForAll	#jobs
#mentalhealth	#ATXhealth
#wellness	#ATXhealthy
#innovation	#news
#health	#txlege
#healthy	#tx

1. Keep content concise - both in the copy and videos
2. Always write engaging titles and descriptions
3. Provide visuals when possible to clarify a message
4. Make sure the post is share-worthy (i.e. interesting, provocative, engaging)
5. Provide clear calls-to-action so the targeted audience knows what you want them to do (for example: get connected, attend our event, etc.)

OFFSITE OPTIMIZATION + EXTERNAL LINKING

Social sharing is one of the biggest opportunities for the Enterprise to expand the reach of current channels. It's beneficial for search engine optimization, because it increases overall rankings and visibility. For social media, when fans or followers share posts, their friends see it, and the post will receive a better position in the Facebook news feed. Publishing content to multiple places can help increase reach, but the goal is to have advocates share content.

Publishing information that is interesting, relevant and timely for your audiences is the best tactic to ensure optimal shareability. Another trick is knowing when people are online, and more specifically on social media. Social media is all about the news of that moment.

- Be mindful that the general public logs on to social media during breaks in their work day, for example: morning (before work), noon (lunch break), early evening (before leaving or just after work).
- Don't discount opportunities to post on the weekend. Typically, there is less "marketing" clutter on the weekends, which means Enterprise messages are more likely to be seen. This an opportunity to use HootSuite's scheduling feature.
- Use highly followed hashtags on Twitter for Enterprise tweets to to increase visibility and followings.
- Leave comments on relevant news stories, blog posts, Facebook posts, or YouTube videos, and provide the links to Enterprise websites/content to drive traffic back to the main sites, and for readers to view the Enterprise as an influential, engaged, and trusted resource.

MANAGEMENT

LISTENING

Pay Attention to People Talking About the Central Health Enterprise Online

Central Health Enterprise organizations should be aware of every time their brand is mentioned online – this includes variations of the brand name, services offered, and key people in the organization's leadership.

Positive mentions should be noted and circulated to boost the team's morale, to highlight what the Enterprise is doing well and identify brand advocates. Negative mentions are even more valuable—as scary as they may be, because they will make the brand better by calling out what changes should be made. They will create the opportunity to turn a vocal critic into a vocal advocate.

Listen and take note of brand advocates and critics, especially those who are industry influencers that can reflect and/or shape the opinions of hundreds, or even thousands.

The Roles of Listening

Social media is a very public and open venue. You can learn what people think of your own brand, and what people are talking about in your industry. For the Enterprise , social media monitoring will play one of five key roles:

1. Community (or Industry) Analysis

- Listening to conversations around Travis County health care issues in order to know what community leaders, peers, and their audiences are talking about.
- This is also a place to gauge if the social media strategy is gaining the desired response from the community.

2. New Ideas

- Social media should serve as the public forum for the Enterprise and its services– what do people think and what suggestions make sense for implementation.

3. Participation

- Social media provides insight on current issues that the general public cares about. By monitoring conversations around health care issues, Enterprise organizations have the opportunity to participate and have an influential voice.

4. Advance Warning

- Monitoring social media can give advance warning on current issues and opinions. With this, the Enterprise can prepare or distribute statements to minimize the impact of (or even prevent) a crisis.

5. Damage Control

- Listen to what current and potential supporters are saying about the Enterprise . Paying attention to the criticism creates the opportunity to make things right with supporters and develop stronger brand advocates.

RESPONDING

This section is about listening and reactive responses; see the Engaging section for proactive responses.

Responding to Positive Comments

It is almost as important to respond to positive comments as it is negative ones, because it allows Central Health Enterprise organizations to recognize and thank supporters and advocates. Here is how we recommend managing positive comments:

Thank the commenter for taking the time to share their experience or support, and confirm what they enjoyed (reinforcing the positive).

Responding to Negative Comments

No one enjoys a conflict, and responding to critics is the hardest part for any organization when it comes to maintaining a presence in social media. The best way to go about dealing with negativity online is having a plan of action. Here are some best practices when dealing with negative feedback:

- Decide whether or not the comment needs a response.
- Acknowledge the issue.
- Correct any misinformation.
- Respond in public when possible.
- Say thank you.

Negative feedback generally falls into three main categories. Whether it's one person or many, the following will give guidance on how to identify and respond to different types of negative feedback.

Problem

- A person points out issues with the organization or services and explains what is wrong.
- Example: Someone had issues connecting to the website.
 - Always communicate that steps are being taken to solve the problem.
 - It is a good idea to give a general response publicly so everyone knows that you stepped in and followed up with the individual.

Constructive Criticism

- Social media opens a window for the general public to easily suggest ways to improve a Enterprise. This can be very helpful.
- Example: Someone recommends a better way to communicate with a particular target audience.
 - Although most suggestions will probably not be implemented, responding to criticism will build loyalty and trust.
 - Always thank critics for their time to provide a suggestion and making the organization aware of what is not working for the individual.

Merited Attack

- In this case, someone is angry about something that actually has some merit.
- Example: Someone attacks an Enterprise organization for the way budgets were spent that affected him/her on a personal level.
 - A prompt response is always needed.
 - Thank the commenter for the feedback, and assure them that steps are being taken to correct the issue or mitigate the problem, or provide information the commenter may need to clarify the situation, or share an opportunity when the commenter can voice their opinion at a public meeting.

- Another Example: Someone is unhappy with the service they received or is unable to find the information or help they need.
 - Consider responding directly to the commenter via a private FB or Twitter message. Give them a phone number (and name) they can use to get their situation resolved.

Trolling

- Trolling is different than a merited attack. In this case, the commentator has no legitimate reason to be upset with the organization.
- Example: Somebody alleges Austin is full of crooks and there's a conspiracy to take people's money – and Central Health and the Enterprise organizations part of the conspiracy.
 - Consider removing the post with no response.
 - If we respond, keep the tone pleasant and professional so that it's obvious to anyone who sees the post that the Enterprise is not engaging in unwarranted attacks or unprofessional conversations.

ENGAGING

The Enterprise will get the best results by following best practices. The general ethos is simple for understanding best practices for the nuts-and-bolts work of building an online community dialogue:

- Give them something to talk about.
- Be informative yet intriguing.
- Be respectful.
- Answer when asked.
- Mitigate conflict when necessary.
- Always express gratitude.

Post Frequency

The number one reason people hide or stop following a page is because the brand posts too often. Monitoring post responses on social media will provide insight as to what followers' expectations may be. Because of the nature of social media channels – mostly blogs, Facebook and Twitter – frequency is particularly important for these platforms. We recommend:

Facebook: Post six to 10 times a week. Fewer than two posts will not engage audiences enough for them to maintain a social connection, but too many posts garners unlikes or hides.

Twitter: Tweet an average of 3-5 times per day. This number includes all posts and engagements including: new content, links, shares, retweets, and @replies.

LinkedIn: Proactively post content once a day. We recommend republishing content posted to other social media accounts, whether it be a post that has been already published on Facebook or Twitter. This is also an opportunity to incorporate HootSuite’s scheduling feature.

YouTube: If possible, post a new video once every two weeks. Try to space out the YouTube content by posting a steady stream of new videos rather than many videos at once.

In general, keep messages interactive 80 percent of the time, and promotional only 20 percent of the time:

80 Percent Interactive: Using online media as a two-way communication channel between the Enterprise and target audiences. This includes mentioning and sharing posts by partners, stakeholders, media, and target audiences, for example:

- “Great work by @SenderoHealthPlans , check out their latest project [insert shortened link here]”
- “Check out what @DellMedSchool is up to: [insert link to article or webpage] #news”

This also includes asking questions of your target audiences to cultivate conversation, for example:

- “What health care panels are you most excited to attend at #TribFest? #atx @TexasTribune #healthcare”
- “What are your ideas for making the community a healthier place for all? #health #innovation”

20 Percent Marketing: This is the opportunity to share awards, recognitions, media coverage and events. Remember, if you self-promote too much, target audiences are going to stop listening when you want them to. Positive marketing examples:

- “Learn about the major projects we undertook last year by downloading our 2013 Annual Report: [insert shortened link here]”
- “We are excited to announce our upcoming project, X, that will benefit Travis County residents by X [insert shortened link here]”

ONLINE CRISIS MANAGEMENT

Social media provides organizations with both positive and negative feedback in real time. The Enterprise organizations will deal with negative feedback in a timely and forthright manner.

Handled correctly, these instances can provide an opportunity to portray a positive, helpful, and caring demeanor and turn negative exposure into something positive. To show that the Enterprise is paying attention to and cares about the community, it must be fast in responding to negativity. Responding in 24 hours or less (depending on the situation) can stop a negative message from going viral.

Strategy for proactively preparing for a crisis situation on social media (or other channel):

- **Establish a Crisis Response Team.** Appropriate staff members will be on standby to answer complaints. It's imperative this team can respond swiftly and consistently as problems come up.
- **Issue an immediate response via all social media channels.** The affected Enterprise organization will respond quickly and publicly so people know understand the organization cares. The first statement will be generic and state that the organization is looking into the issue and taking measures to resolve it.
- **Maintain a consistent, conversational, professional tone.** Keep the tone personal and conversational so readers can relate – and so they appreciate the professionalism.
- **Share what the Enterprise can do.** Demonstrate efforts to solve the issue and use language such as “This is what we can do....” People are not interested in what the Enterprise can't do.
- **Empower loyal supporters and advocates.** Take the time to post a ‘thank you’ reply in the form of a Tweet or comment when someone says something positive or defends the Enterprise in the midst of negativity. (On a case-by-case basis, this may need to be done privately so critics are not offended.)
- **Only repeat facts.** Respond with comments that reflect the true facts of the issue.

Note: See page 70 in the Appendix for the Rapid Response Plan

APPENDIX

AWARENESS POLL – 2017

Quantitative poll of Travis County residents

- N = 700, 10 minutes each
- Target Audience: Travis County residents over 18
- Methodology: Telephone survey – mix of landlines and mobile phones, conducted in English and Spanish

Survey Highlights

- Significant increase in recognition of Central Health since 2016. (37% of respondents recognize Central Health, up 15% since 2016.)
- Twenty-seven percent (27%) of participants are familiar (very, somewhat) with the local health care district called Central Health, up from 18% in 2016.

- Overwhelming support for Central Health’s mission (88%)
- Views of Central Health become more positive when respondents know more about the organization (increase +30, from 20% to 53%)
- The most persuasive and positive messaging focused on pregnant women getting access to health care:
 - Central Health and Dell Medical School are improving care for pregnant women, providing the same care that women with traditional insurance receive
- The next two persuasive messages were:
 - Last year, Central Health helped more than 144 thousand people in Travis County get health care so they could get well and live healthier – that’s about 1 in 10 residents
 - Central Health makes access to quality healthcare possible for Travis County residents with low income

Awareness of Central Health

There is an across-the-board increase in familiarity with Central Health from March 2016. People are moving from no familiarity to some. And, those with a baseline of familiarity are becoming even more familiar (Note: this is one of the most difficult numbers to shift).

- Today, 37% of respondents recognize Central Health (+15 since 2016).
- Of the 27% of respondents who say they are familiar with Central Health, 6% are very familiar or 21% are somewhat familiar; (+9 from 2016).
- In a significant shift from 2016, fewer respondents (51%) say they are not at all familiar with Central Health (-10 from 61%).
- Similarly, there was an increase of those who reported being very familiar with Central Health (6%, +2 from 2016).

Opinion of Central Health

Support for Central Health’s mission remains very strong at 88% (down slightly from 90%), which is a positive finding considering the national debate around health care.

- 31% of respondents have a favorable view of Central Health (+12 since 2016); 7% have an unfavorable view (+3). Based on ongoing and consistent criticism from a small group of vocal community members, this slight increase an unfavorable view is not surprising.
- Among respondents who are very or somewhat familiar with Central Health, Central Health’s job performance ratings are 56% positive (+2), 35% negative (+9).

Key Takeaways

- Respondents who are educated about the organization view the Central Health more positively.

- After residents were exposed to Central Health’s messaging, they were asked again to think about their view of Central Health. Sixty-nine percent (69%) thought Central Health does an “excellent” (30%) and “good” (39%) job, a 13% increase.
- Groups with high increases in positive (excellent/good) views include African Americans (24% to 69%) and 45-49 year olds (33% to 80%).
- Pregnant women getting access to health care and the overall 144K people in Travis County getting health care were the messages that tested the best.

Key Takeaways – Hispanics

- Thirty-six (36%) of Hispanics are familiar with Central Health, more than whites (20%) or African-Americans (23%).
- This may be partially due to the fact that a higher percentage of Hispanics report having accessed health care services through the Central Health network, compared to African-Americans and whites.
- The majority of Hispanics are in agreement on Central Health’s mission (92%), 98% of Hispanic men and 87% of Hispanic women.
- Upon learning what Central Health does, Hispanics familiar with the organization gave a 79% positive job performance rating, higher than whites (60%) and African-Americans (69%).
- Hispanics were far more likely to recall seeing a Central Health ad (50%, with 22% from TV) compared to 28% of whites and 17% of African Americans.

	A LOT / SOMEWHAT	A LITTLE / NO IMPACT
Central Health and Dell Medical School are improving care for pregnant women, providing the same care that women with traditional insurance receive	73%	16%
Last year, Central Health helped more than 144 thousand people in Travis County get health care so they could get well and live healthier – that’s about 1 in 10 residents	71%	17%
Central Health makes access to quality healthcare possible for Travis County residents with low income	71%	17%
Central Health and Dell Medical School have partnered to bring down wait times for specialty care-like people with painful knee and hip issues-from one year to less than a month	70%	16%

Central Health makes sure Travis County residents with low income get care, which reduces costly emergency room visits and cuts down on wait times for everyone	70%	17%
Central Health offsets the high cost of health care by bringing back \$212 million in federal funds to care for people in Travis County	69%	18%
Because Central Health helps fund the Dell Medical School at UT, nearly 300 medical residents guided by world-class faculty are caring for people with low-income in Travis County clinics and hospitals	68%	18%
Central Health is helping fund the new Dell Medical School at UT which will help transform health care for our community and help address our doctor shortage	66%	20%
Central Health is a good value for Travis County taxpayers because it keeps healthcare costs down and our residents healthier	65%	19%

DIGITAL / SOCIAL RESEARCH AND AUDIT

A digital audit is an exploration of the communications environment surrounding an organization, the issues they care about, and the key communities they work with to understand how to most successfully allocate resources and prioritize communication activities. The audit allows the organization to establish benchmarks to determine the effectiveness of the organization's communications efforts. The results of the digital audit inform the communications plan by pinpointing channels, influencers and tactics that help communicate the organization's top messages.

CENTRAL HEALTH RAPID RESPONSE PLAN

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1.0 APPROACH

This rapid response communications plan lays out the actions Central Health will take before, during and after a crisis or urgent event. To effectively manage communications with internal and external audiences, Central Health must provide timely and accurate responses in order to mitigate the situation or serious negative repercussions that may potentially harm the agency. When responding, Central Health will uphold the mission and values that guide the agency, both in verbal and nonverbal communication: Stewardship, Innovation, Respect, and Collaboration. Central Health will provide factual information when communicating with the media, public, community members, elected officials and other key stakeholders. The goal of this plan is to clearly set forth guidelines and responses for when a rapid response event occurs.

1.1 Rapid Response Approach

1. **Understand the Extent of the Situation.** Honestly and factually evaluate the extent of the situation, the causes, who it affects, and the possible impact on Central Health.
2. **Act Quickly.** In the age of Twitter, Facebook, Instagram and Snapchat, a quick, accurate response is critical. Even if the answer to mitigating the situation has not been determined, it will still be important for Central Health to respond. The key to rapid response is to be prepared with a series of holding, or “standby,” statements.
3. **Be Transparent, Honest and Authentic.** Honesty and openness during a rapid response event can maintain or regain the public’s trust. Dishonesty, avoidance, denial, lack of transparency and refusal

of culpability only create or reinforce a distrustful image and give the media and certain factions of the community more fodder.

4. **Support a Strong, Trained Team.** Central Health should have a rapid response management team that is well trained and prepared to immediately act should an unexpected rapid response event or crisis occur.
5. **Respond to Every Allegation.** Central Health must be prepared to respond to every allegation, even if the allegation is frivolous. The responses should be reasoned, practical, steadfast and without anger, defensiveness and resentment.
6. **Don't Play the Victim.** Even if facing a frivolous claim, Central Health should avoid portraying itself as a victim, and should instead communicate strong, reasoned responses.
7. **Use the Appropriate Media/Medium.** If a rapid response event breaks out, select the appropriate media and medium to respond.
8. **Learn from the Event.** Identify ways the event helps change the culture. This might mean stronger ethics policies, greater fiscal oversight, more clearly defined communications channels etc.
9. **Encourage a Culture of Accountability.** During a rapid response event, avoid finger pointing and casting blame. Encourage people to take accountability for what they did/didn't do that may have helped create the situation. This type of culture allows an organization to learn from the event and can help an organization avoid other similar situations.
10. **Build a Strong Reputation.** Reputation is everything, and the ability to rebuild or maintain public image is crucial to managing a rapid response event. Reputation building comes both from how the situation is responded to and resolved, along with other means such as community outreach and engagement.

2.0 PRE-RAPID RESPONSE

2.1 Rapid Response Evaluation Criteria

Conduct Vulnerability Audit/Assessment Quarterly

1. What are the potential risks/crises that could happen?
2. Are any preventable by simply making changes now?
3. What are the best/worst outcomes?
4. Establish a repository of background information for the scenarios that is easily accessible in the heat of the moment.

2.2 Identify Rapid Response Management Team

This team is essential to identify what actions should be taken. The small, nimble team should be comprised of individuals who are key to the situation. The team makeup may change depending on the crisis. The team should include, at a minimum:

- Executives (e.g. CEO, CAO, Chief of Staff, VP of Communications, VP of Government Affairs, Chief Strategy Officer)
- Risk Assessment
- Legal Counsel
- Heads of major Enterprise affiliates (as appropriate): CUC, CCC, Sendero
- Situation-dependent issue experts
- Independent consultant with particular specialty

In an actual rapid response, this team will be narrowed to the group applicable to that specific situation.

Contact information for key officers, spokespeople, and rapid response management team members should include:

- Company and mobile phone numbers,
- email addresses,
- Instant message handles,
- home addresses,
- spouse's cell numbers (or other emergency contacts).

ROLE RESPONSIBILITIES

Rapid Response Communications Role: CEO

Responsibilities:

- Determine which other personnel need to be a part of the Rapid Response Team for the event at hand.
- Review and approve all messaging developed by communications team.
- Review and approve legal course of action.
- Act as, in most cases, the company's spokesperson.

Rapid Response Communications Role: Top Communications Leader (VP of Communications)

Responsibilities:

- Development of all messaging specific to situation (messaging will be reviewed by Rapid Response Management Team and approved by the CEO, as well as other technical personal as needed).
- Develop holding or standby statement.
- Disseminate statements via traditional media and the appropriate social media channels.
- Develop media FAQs document.
- Train spokesperson, if needed.
- Field (or review) media calls, questions and requests, and set up interviews for spokesperson.

Rapid Response Communications Role: Risk Assessment

Responsibilities:

- Review company protocols and procedures – were appropriate actions taken and followed as it relates to Central Health's operation procedures?
- Assess employee and others safety.
- Make recommendations.

Rapid Response Communications Role: Legal

Responsibilities:

- Review plan of action and assess for any legal ramifications.
- Submit legal recommendations.

2.3 Assign Designated Spokesperson

One individual should be designated as the official spokesperson for the company during a crisis or rapid response event. Often times this can be the CEO. In addition to the spokesperson, key decision makers for the company should be identified in case their field of expertise is required. During a rapid response event, the official spokesperson may be changed as appropriate to the event.

2.4 Preparations

Update key stakeholder list including media:

Maintain a current stakeholder list to be used during a rapid response or crisis event. The includes media and key influencers/stakeholders. All lists should be reviewed and updated annually.

Identify Key Stakeholders:

Who are the internal and external stakeholders that matter to Central Health? Employees are an important audience, because every employee is an ambassador for the organization, whether we want them to be or not. Ultimately, all stakeholders will be talking about Central Health, so it's imperative that communication during a rapid response situation not only focus on external delivery but internal as well.

Central Health Stakeholders:

- Board of Managers
- Media
- Employees (Headquarters/Enterprise)
- Affiliates (i.e. CUC, CCC, Sendero)
- Partners (i.e. Community Health Champions, Dell Medical School, Seton)
- Patients
- Gov't Entities (Local, State, Federal)
- Public
- Elected Officials
- Other Key Influencers

External Key Stakeholders:

- Determine who needs to receive a call and from whom on the Senior Leadership Team.

- Record concerns and report concerns and comments back to the Rapid Response Management Team for message development.

Employees and Internal Stakeholders:

- Draft several employee email templates that can be quickly updated with the pertinent information, top-line messages, and what to do if they get a call from an outside source, whether it's reporter, contractor, or any third party.
- If appropriate, call an all staff meeting soon after the Rapid Response Management Team has met and determined the course of action.
- Provide as much information as possible to the employees.
 - Review the contact protocol.

Establish Notification and Monitoring Enterprises:

Notification Enterprises: Once the key stakeholder list is developed, identify the ways in which the Rapid Response Management Team will contact the key stakeholders. Central Health should use a variety of different channels to reach its key stakeholders. Methods of communication include the following channels:

- *Email*
- *Website*
- *Facebook*
- *Twitter*
- *LinkedIn*
- *Email*
- *Personal Phone Calls*

Communication with stakeholders, media, and the public should use a combination of these channels when communicating updates around the rapid response event. The Rapid Response Management Team should determine which channels are most appropriate during the event.

Monitoring Enterprises: Intelligence gathering is an essential component of both prevention and rapid response. Knowing what's being said about Central Health on social media, in traditional media, by employees, the public and other stakeholders may allow us to catch a negative "trend" that, if unchecked, turns into a rapid response or crisis event. Likewise, monitoring feedback from all stakeholders during a rapid response event is vital, allowing Central Health to accurately adapt strategy and tactics.

For traditional and social media, establish Google Alerts for the following key words:

- Central Health
- Travis County Healthcare District

- Mike Geeslin
- When appropriate: CommUnityCare, Sendero, Community Care Collaborative
- Names of Board of Managers

As soon as an event breaks, begin monitoring all media including: relevant social media posts - especially Twitter and Facebook; any mention of the keywords or issues in traditional news, blogs, or forums.

Develop Holding Statements:

While full message development must await the outbreak of an actual event, “holding statements,” messages designed for use immediately after a rapid response breaks, can be developed in advance to be used for a wide variety of scenarios in which the organization is perceived to be vulnerable. Someone from the Rapid Response Management Team will be responsible to post these statements on appropriate channels.

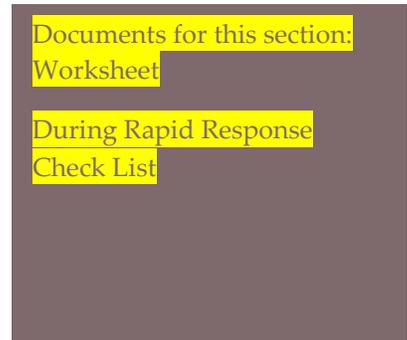
- The Rapid Response Management Team should review these holding statements once a quarter to determine if revisions are needed and/or whether statements for other scenarios should be developed.
- Example Holding Statements:
 - *“We will be supplying additional information when it is available and posting it on our website.”*

3.0 DURING A RAPID RESPONSE

Once a situation has reached “rapid response” status, the following steps should be taken:

1. The person who has identified the event needs to notify the CEO, who will in turn notify the Rapid Response Management Team consisting of the following:
 - a. Ted Burton, Vice President of Communications
 - b. Stephanie McDonald, Chief of Staff
 - c. Legal Representative

2. VP of Communications will keep an updated worksheet.



PRIMARY	TITLE	CELL	OFFICE
Ted Burton	Vice President of Communications	512.797.8200	512.978.8222
Stephanie McDonald	Chief of Staff	512.350.7021	512.978.8222
Mike Geeslin	President & CEO	512.925.4238	512-978-8655
Larry Wallace	Enterprise Chief Administrative Officer	817.907.4776	512.978.8152

3. The Rapid Response Management Team will use the following as its event management headquarters:
 - a. If the team can meet in person:
 - i. Central Health Headquarters: 1111 E Cesar Chavez St, Austin, TX 78702
 - b. If the team is unable to meet in person:
 - i. Conference Call Number: 1-888-875-1833
 - ii. Access Code: 863598661 (Participant)
 - iii. Access Code: 489692238 (Host)

4. The Rapid Response Management Team will determine any additional team members either within Central Health, or any of its affiliates or consultants that need to be briefed on the event.
5. The Rapid Response Management Team will designate the official spokesperson. In most cases this person will be the CEO/President of Central Health
 - a. In some cases, the Team may identify “experts” that will talk to the media.
6. The person who identified the situation will brief the Rapid Response Management Team with all pertinent details including any media contact that they are aware of at that time.
7. The Rapid Response Management Team will develop a step-by-step plan on mitigating the situation.
8. Assign roles and responsibilities.
9. Determine level of appropriate outreach to employees.
 - a. Schedule All Hands On Deck meeting with employees.
 - b. Route Contact Protocol to employees.
10. Set Status Meeting Schedule for regular check-ins and information sharing as the situation evolves. Status meetings are usually daily, if not more frequent, in the early stages of the crisis.
11. Update appropriate communication channels both internally and externally with current information.
12. The VP of Communications will draft all external talking points and distribute to the Rapid Response Management Team for review.
13. The VP of Communications (and/or communications team members) will contact the media, if appropriate, and release key statements and / or arrange for an interview with the designated spokesperson.
14. The VP of Communications will field all incoming requests related to the event and determine the appropriate follow up.
15. A follow up meeting is scheduled to review the following:
 - a. The plan of action for what worked well and what did not.
 - b. Evaluate the long-term effects.
 - c. Make plans to implement changes if needed.

4.0 POST RAPID RESPONSE

Post Mortem Meeting: Schedule a meeting after the situation is resolved. Take time to answer the following questions and make adjustments to business processes as necessary:

- Was the rapid response communications protocol followed? If no, why not and what happened as a result?
- Does the communications protocol need to change as a result of this event?
- What worked well?
- What could have worked better?
- Who wasn't notified that should have been?
- What are the long-term effects, if any, on Central Health's brand and reputation?
- What is the continued follow up that must be done to restore good will?
- How does the messaging need to adapt in light of this event?

Conduct a final monitoring report: Work with consultant to conduct a final report that shows all the coverage from the beginning of the rapid response event to its resolution as it manifested in traditional and online media.

- The report will include:
 - How the situation was framed by the media and by Central Health
 - Who was talking about the event and on which channels
 - Assess reach of situation and the ability for Central Health to mitigate reach
 - Recommendations for improvement

Documents for this section:
1. Post Rapid Response Evaluation