



# 2020

## ANNUAL REPORT



CENTRAL  
HEALTH



# CENTRAL HEALTH

## VISION

Central Texas is a model healthy community.

## MISSION

By caring for those who need it most, Central Health improves the health of the community

## VALUES

Central Health will achieve excellence through:

**Stewardship:** We maintain public trust through fiscal discipline and open transparent communication.

**Innovation:** We create solutions to improve health care access.

**Respect:** We honor our relationship with those we serve and those with whom we work.

**Collaboration:** We partner with others to improve the health of our community.



We are pleased to share the Fiscal Year 2020 Annual Report for Central Health. This report highlights progress toward our strategic objectives. Additionally, we include our audited financial results that have previously been reported.

One of our greatest strengths is the investment we make in the Medical Access Program (MAP). By building up care networks and reimbursing for care, we create access to services for MAP members with household incomes below 100% of the Federal Poverty Level (just \$26,200 a year for a family of four in 2020) and MAP BASIC sliding fee scale members earning between 100% and 200% of the FPL.

The Covid-19 pandemic created an unprecedented challenge for Central Health patients. We saw both changes in utilization and higher uses of other assistance services. For instance:

- + Central Health continued to improve access by increasing the total number of provider locations.
- + Total MAP enrollment and enrollment assistance calls increased from FY 2019.
- + Enrollment of high-risk MAP patients into the premium assistance program more than doubled, enabling people to purchase Affordable Care Act health insurance.
- + The total number of unduplicated patients served decreased year-over-year, although by a lesser margin and rate than may have been anticipated.
- + In-person eligibility appointments dropped (as expected due to Covid restrictions).
- + New enrollment in the MAP BASIC sliding fee scale program continued to increase.

The pandemic years of 2020 and now 2021 have also seen improvements in health care. More telehealth, expanding service locations, better patient-centered planning, and a constant focus on health equity are but a few parts of a big systematic change in how we deliver health care that will positively impact people's lives for generations.

More important, we are delving deep into our culture as an organization and understanding how we can be deliberately more diverse, inclusive, and equitable as we grow. This impactful, open approach towards our culture will translate into our ability to be the best public servants we can be. We are not alone in these endeavors, and are grateful to the people we serve through our care programs, health providers, community advocates, local officials, agencies, and our dedicated Board of Managers and staff. The new story unfolding in Travis County would not be possible without all these voices at the table.

Respectfully Submitted,

**Mike Geeslin**

*Central Health President and CEO*

## CENTRAL HEALTH ENTERPRISE PARTNERS



CommUnityCare Health Centers is a separate but affiliated 501(c)(3) organization of Central Health that provides medical, dental, behavioral health and prescription services through Travis County's largest network of Federally Qualified Health Centers (FQHCs).



Founded in 2011, Sendero Health Plans is the local nonprofit, community-based health maintenance organization (HMO) of Central Health designed to serve the unique needs of Central Texas residents.

[www.centralhealth.net](http://www.centralhealth.net)  
[@CentralHealthTX](https://twitter.com/CentralHealthTX)

# 2020 BY THE NUMBERS

Central Health is the public healthcare district responsible for providing or arranging for the provision of health care to low-income residents of Travis County since 2004. Central Health's mission is to promote the health and wellness of the residents of Travis County, especially the uninsured and underinsured, through access to a full range of coordinated health care services and coverage programs. In 2020, Central Health helped the community persevere through the Covid-19 pandemic by maintaining routine services as well as coronavirus testing and distribution of personal protective equipment. Additionally, Central Health was able to continue expanding its provider network, provide health coverage to more people, increase our care management services, and improve efficiencies in its service.

## ACCESS TO CARE

### OUR PATIENTS

**138,448** in FY2020.

### OUR NETWORK

**191 provider locations**, including community health centers, hospitals, specialists, dentists, and urgent care locations.

### OUR CARE

**368,055 primary care visits** provided through Central Health's growing network of health care partners.

### OUR GROWTH

In 2020 Central Health's provider network **increased 4%** during a challenging year, further expanding care options to better serve community members.

## ACCESS TO COVERAGE

**47,973**

uninsured Travis County residents received health coverage through Central Health's Medical Access Program (MAP). Additionally, 54,559 residents received coverage through MAP BASIC, a program offering essential primary care and prescription services covered for residents who may not qualify for MAP.

**2,271**

received insurance premium assistance from Central Health.

**97,209**

enrollment assistance calls were taken at the Central Health Call Center.

**16,454**

online applications were submitted

## COVID-19 RESPONSE

Central Health supported the community through coordination with its Enterprise partners, CommUnityCare and Sendero. In addition to providing reimbursement or in-kind support, Central Health provided staff support in technology, communications, human resources, and logistics for community-based work:

- Established a testing hub in Southeast Travis County in one of the county's highest risk ZIP codes (78744).
- 30,000** PPE kits distributed including **200,000** masks and **30,000** hand sanitizers.
- Funded an additional **10,000** influenza vaccine doses.
- Established a community health worker contact tracing program that also provided rental assistance, convalescent plasma donation, and emergency financial assistance application support services.

# 2020

# MILESTONES AND HIGHLIGHTS

In 2020, Central Health helped thousands of Travis County residents achieve better and healthier lives despite the challenges of the COVID-19 pandemic. The healthcare district's work is guided by three strategic objectives, which provide a roadmap toward developing a safety-net health care system that recognizes and addresses inequities, effectively utilizes community resources, and provides tangible solutions to resolve those needs.

## OBJECTIVE 1

Develop and execute health care delivery based on people and space

### SERVICE EXPANSION

- + New budget priorities were approved by the Central Health Board of Managers, including growing Central Health's Medical Management team to increase care management capacity, and adding service line expansions (including dialysis, rheumatology, neurology and neck/back pain).
- + Funding was added to support new benefits for the MAP BASIC health coverage program, including post-acute, urgent and specialty care, as well as expanded pharmaceutical options.

### COMMUNICATION AND COMMUNITY ENGAGEMENT

- + A paid media initiative connecting people to care and providing life-saving information about Covid-19 protection and testing resulted in 29.6 million impressions.
- + Central Health staff made 4,592 direct phone calls to MAP members to ensure patients remained informed on how to protect against the coronavirus and access care during the pandemic.
- + Outreach staff teamed up with 935 businesses to distribute information regarding Covid-19 protection and testing
- + Approximately 38,000 households in ZIP codes with high Covid-19 positivity rates received direct mail pieces with information regarding Covid-19 protection and testing.

### CAPITAL ACQUISITIONS

- + Central Health funded the opening of a CommUnityCare clinic in the long-underserved Hornsby Bend community in East Travis County.

### POPULATION HEALTH

- + The 2020 Central Health Equity Policy (CHEP) Council created a Pandemic Equity Committee to compile lessons learned from the community-wide Covid-19 response and provide policy recommendations for improved disaster response to mitigate disproportionate impacts.
- + Additionally, a Race Equity Committee was launched to focus on providing trainings for CHEP members related to health equity, implicit bias, and microaggressions. Members who participated in trainings will create a new tool for policy analysis centered on race equity.

## OBJECTIVE 2

Implement a patient-focused and coordinated health care system.

### HEALTH COVERAGE

- + Sendero Health Plans more than doubled the membership of its CHAP program, an innovative partnership between Sendero and Central Health to provide high-quality, fully subsidized health insurance to some of the lowest-income and most medically complicated members of the community.
- + Sendero became the first local ACA Marketplace plan to waive member cost-sharing associated with COVID-19 diagnosis and treatment.
- + Central Health's Eligibility team completed 12,351 in-person eligibility and enrollment appointments.
- + 31,328 first-time MAP BASIC enrollees received coverage in 2020.
- + Central Health launched an in-house Customer Service Call Center.
- + In order to ensure individuals did not lose health coverage, all MAP and MAP BASIC members whose coverage expired between March and May received automatic three-month extensions.

### PRIMARY CARE

- + Central Health's network of primary care providers rapidly implemented telehealth visits in response to COVID-19.

### DENTAL CARE

- + People's Community Clinic was added to Central Health's network of dental service providers.
- + Central Health funded 23,977 dental encounters for 12,618 patients.

### SPECIALTY CARE

- + Central Health created new contract agreements with cardiology, gastroenterology and palliative specialty care providers in order to improve access and care.
- + CommUnityCare reduced its waitlist for dermatology appointments by 83%.

### POST-ACUTE CARE

- + Central Health executed new agreements with durable medical equipment, home health, recuperative care and skilled nursing facility providers.

### PHARMACY

- + Initiated the availability of continuous glucose monitors, insulin pumps and supplies, and blood pressure monitor through the CUC pharmacies for MAP and MAP BASIC members.

### BEHAVIORAL HEALTH SERVICES

- + Partnered with CommUnityCare's pharmacy to offer Suboxone to MAP BASIC patients enrolled in the Integral Care Medication Assisted Therapy (MAT) Program.

### TRANSPORTATION ASSISTANCE

- + Launched a new transportation service in October 2019 for MAP members enrolled in Central Health care management, providing 1,291 rides for patients from their residence to clinic appointments, pharmacies, eligibility appointments and other needs.

## OBJECTIVE 3

Implement a sustainable financial model for health care delivery and system strategies through 2024.

### STEWARDSHIP

- + Central Health continued to maintain the lowest tax rate among the six major urban Texas hospital districts.
- + The Central Health finance team was awarded the GFOA Award, the highest form of recognition in government budgeting.
- + Central Health's net position increased \$80.7 million, a 25 percent increase compared to the previous year in order to support long-term financial goals.

### INVESTING IN EASTERN TRAVIS COUNTY

- + The Central Health Board of Managers approved the planning and development of health centers in three target areas in eastern Travis County: Hornsby Bend, Del Valle and Colony Park.

**TRAVIS COUNTY HEALTHCARE DISTRICT dba CENTRAL HEALTH**  
**STATEMENTS OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION**  
**SEPTEMBER 30, 2020**

	Primary	Component Units		
	Government	Sendero		Community Care
	Business-type Activities	CommUnityCare	(December 31, 2019)	Collaborative
<b>ASSETS</b>				
Current assets:				
Cash and cash equivalents	\$ 912,817	\$ 26,236,955	\$ 17,647,183	\$ 27,138,094
Cash restricted for Local Provider Participation Fund (Note 16)	25,100	-	-	-
Short-term investments	180,226,614	2,889,507	6,588,197	-
Ad valorem taxes receivable, net of allowance for uncollectible taxes of \$2,727,166	1,840,933	-	-	-
Accounts receivable, net of allowance for doubtful amounts of \$8,062,687	-	11,828,988	-	-
Accounts receivable	-	-	1,381,593	-
Risk adjustments receivable	-	-	8,425,091	-
Premium tax refund	-	-	707,619	-
Premium receivable, net	-	-	248	-
Reinsurance recoverables	-	-	232,585	-
Grants receivable	-	1,336,082	-	-
Other receivables	1,989,590	-	-	-
Inventory	-	479,473	-	-
Prepaid expenses and other assets	513,876	459,328	309,887	216,319
<b>Total current assets</b>	<b>185,508,930</b>	<b>43,230,333</b>	<b>35,292,403</b>	<b>27,354,413</b>
Noncurrent assets:				
Investments restricted for capital acquisition	6,837,999	-	-	-
Investments restricted for Local Provider Participation Fund (Note 16)	6,224,268	-	-	-
Long-term receivables	4,000,000	-	-	-
Investment in Sendero	71,000,000	-	-	-
Sendero surplus debenture	37,083,000	-	-	-
Goodwill	-	17,849,487	-	-
Capital assets:				
Land	13,425,968	-	-	-
Construction in progress	2,779,287	4,500	-	-
Buildings and improvements	132,674,528	1,397,999	-	-
Equipment and furniture	9,976,852	1,144,237	38,215	-
Less accumulated depreciation	(47,458,777)	(1,227,754)	(38,215)	-
<b>Total capital assets, net</b>	<b>111,397,858</b>	<b>1,318,982</b>	<b>-</b>	<b>-</b>
<b>Total noncurrent assets</b>	<b>236,543,125</b>	<b>19,168,469</b>	<b>-</b>	<b>-</b>
<b>Total assets</b>	<b>422,052,055</b>	<b>62,398,802</b>	<b>35,292,403</b>	<b>27,354,413</b>
<b>LIABILITIES</b>				
Current liabilities:				
Accounts payable	2,286,556	4,386,091	433,329	-
Unpaid losses and loss adjustment expenses and risk adjustment payable	-	-	5,900,299	-
Claims payable	-	-	515,670	-
Salaries and benefits payable	1,668,265	5,744,214	-	-
Accrued interest	7,649	-	-	-
Deferred rent	-	244,603	-	-
Other accrued liabilities	5,998,112	1,077,354	2,843,950	6,574,041
Bonds payable	1,180,000	-	-	-
Capital lease obligation	21,792	-	-	-
Unearned revenue	610,000	1,642,636	2,954,986	4,350,228
Surplus debenture	-	-	37,083,000	-
Seller note payable	-	4,754,037	-	-
Note payable	-	1,140,000	-	-
Due to Central Health	-	952,722	507,896	114,016
<b>Total current liabilities</b>	<b>11,772,374</b>	<b>19,941,657</b>	<b>50,239,130</b>	<b>11,038,285</b>
Noncurrent liabilities:				
Bonds payable	6,105,000	-	-	-
Due to Local Provider Participation Fund (Note 16)	6,249,368	-	-	-
Seller note payable	-	5,983,050	-	-
Note payable	-	4,180,000	-	-
Due to Central Health	-	4,000,000	-	-
<b>Total noncurrent liabilities</b>	<b>12,354,368</b>	<b>14,163,050</b>	<b>-</b>	<b>-</b>
<b>Total liabilities</b>	<b>24,126,742</b>	<b>34,104,707</b>	<b>50,239,130</b>	<b>11,038,285</b>
<b>NET POSITION</b>				
Net investment in capital assets	104,112,858	-	-	-
Restricted for capital acquisition	6,837,999	-	-	-
Restricted for HMO	-	-	71,000,000	-
Unrestricted	286,974,456	28,294,095	(85,946,727)	16,316,128
<b>Total net position</b>	<b>\$ 397,925,313</b>	<b>\$ 28,294,095</b>	<b>\$ (14,946,727)</b>	<b>\$ 16,316,128</b>

The notes to the financial statements are an integral part of these statements.

**TRAVIS COUNTY HEALTHCARE DISTRICT dba CENTRAL HEALTH**  
**STATEMENTS OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION**  
**YEAR ENDED SEPTEMBER 30, 2020**

	Primary Government		Component Units	
	Business-type		Sendero	Community Care
	Activities	CommUnityCare	(December 31, 2019)	Collaborative
<b>Operating revenues:</b>				
Downtown Campus lease revenue	\$ 10,939,053	\$ -	\$ -	\$ -
Ground sublease revenue	948,735	-	-	-
Net patient service revenue	-	98,690,848	-	-
Premium revenue, net	-	-	88,281,890	-
Grant revenue	-	12,736,165	-	-
Foundation grant revenue	-	1,142,541	-	-
Revenue received from Central Health	-	17,076,472	-	-
Revenue received from CCC	-	15,769,560	-	-
Revenue received from Delivery System Reform Incentive Payment	-	6,025,494	-	60,414,314
Revenue received from Seton Affiliation	-	2,624,999	-	-
Personnel services received from an affiliate	-	-	-	342,800
<b>Total operating revenues</b>	<b>11,887,788</b>	<b>138,296,519</b>	<b>88,281,890</b>	<b>60,757,114</b>
<b>Operating expenses:</b>				
Health care delivery	138,717,484	43,408,186	65,406,463	59,074,626
Administration	-	-	-	1,222,966
Salaries and benefits	4,743,891	86,471,161	4,846,530	-
Other purchased goods and services	2,966,731	-	9,272,058	-
Depreciation and amortization	4,364,240	250,294	-	-
Total operating expenses	150,792,346	130,129,641	79,525,051	60,297,592
<b>Operating income (loss)</b>	<b>(138,904,558)</b>	<b>8,166,878</b>	<b>8,756,839</b>	<b>459,522</b>
<b>Nonoperating revenues (expenses):</b>				
Ad valorem tax revenue	215,109,261	-	-	-
Tax assessment and collection expense	(1,764,789)	-	-	-
Tobacco settlement revenue, net	3,819,376	-	-	-
Investment income	2,762,236	-	282,362	-
Interest expense	(309,435)	-	-	-
Gain on disposal of capital assets	14,830	-	-	-
Other revenue	39,038	-	-	124,821
<b>Total nonoperating revenues, net</b>	<b>219,670,517</b>	<b>-</b>	<b>282,362</b>	<b>124,821</b>
<b>Change in net position prior to capital contribution</b>	<b>80,765,959</b>	<b>8,166,878</b>	<b>9,039,201</b>	<b>584,343</b>
<b>Total net position - beginning of year</b>	<b>317,159,354</b>	<b>20,127,217</b>	<b>(23,985,928)</b>	<b>15,731,785</b>
<b>Total net position - end of year</b>	<b>\$ 397,925,313</b>	<b>\$ 28,294,095</b>	<b>\$ (14,946,727)</b>	<b>\$ 16,316,128</b>

The notes to the financial statements are an integral part of these statements.



CENTRAL HEALTH

# FISCAL YEAR 2020 CENTRAL HEALTH BOARD OF MANAGERS



**Sherri Greenberg**  
*Chairperson*



**Dr. Charles Bell**  
*Vice-Chairperson*



**Julie Oliver**  
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**Cynthia Valadez, Sr.**  
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**Shannon Jones**  
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**Julie Zuniga**  
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