



Our Vision

Central Texas is a model healthy community.

Our Mission

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

Our Values

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

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STRATEGIC PLANNING COMMITTEE MEETING

Wednesday, January 14, 2026, 3:30 p.m.

Videoconference meeting¹

A quorum of the Committee and the presiding officer will be present at:

Central Health Administrative Offices
1111 E. Cesar Chavez St.
Austin, Texas 78702
Board Room

Members of the public may attend the meeting at the address above, or observe and participate in the meeting by connecting to the Zoom meeting link listed below (copy and paste into your web browser):

<https://us06web.zoom.us/j/87159946955?pwd=RbnSLnZzh3oCa7rwQSavbaL7oPx9PD.1>

Meeting ID: 871 5994 6955

Passcode: 909230

Links to livestream video are available at the URL below (copy and paste into your web browser):

<https://www.youtube.com/@tchealthdistrict/streams>

Or to participate by telephone only:

Dial: (346) 248 7799

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The Committee may meet via videoconference with a quorum present in person and allow public participation via videoconference and telephone as allowed under the Open Meetings Act. Although a quorum of the Committee will be physically present at the location posted in this meeting notice, all members of the public may observe the meeting virtually and participate in public comment, if desired, through the virtual meeting link or telephone number listed on this meeting notice.

A member of the public who wishes to make comments virtually during the Public Communication portion of the meeting must properly register with Central Health **no later than 2:00 p.m. on January 14, 2026**. Registration can be completed in one of three ways:

- Complete the virtual sign-in form at <https://www.centralhealth.net/meeting-sign-up/>;
- Call 512-978-9190 and leave a voice message with your full name, your request to comment via telephone, videoconference, or in-person at the meeting; or
- Sign-in at the front desk on the day of the meeting, prior to the start of the meeting.

Individuals who register to speak on the website or by telephone will receive a confirmation email and/or phone call by staff with instructions on how to join the meeting and participate in public communication.

PUBLIC COMMUNICATION

Public Communication rules for Central Health Board and Committee meetings include setting a fixed amount of time for a person to speak and limiting Board and Committee responses to public inquiries, if any, to statements of specific factual information or existing policy. The Public Communication portion of the meeting will begin at approximately 3:30 p.m.

COMMITTEE AGENDA²

1. Review and approve the minutes of the December 10, 2025 Strategic Planning Committee meeting. (*Action Item*)
2. Discuss and take appropriate action on a resolution providing Board guidance to staff Regarding Central Health's System Transformation Strategic Plan. (*Action Item*)
3. Confirm the next Strategic Planning Committee meeting date, time, and location. (*Informational Item*)

¹ This meeting may include a member of the Strategic Planning Committee participating by videoconference. It is the intent of the presiding officer to be physically present and preside over the meeting at Central Health Headquarters, 1111 Cesar Chavez, Austin, Texas 78702. This meeting location will be open to the public during the open portions of the meeting, and any member participating by videoconference shall be visible and audible to the public members in attendance whenever the member is speaking. **Members of the public are strongly encouraged to participate remotely through the toll-free videoconference link or telephone number provided.**

² The Strategic Planning Committee may take items in an order that differs from the posted order and may consider any item posted on the agenda in a closed session if the item involves issues that require consideration in a closed session and the Committee announces that the item will be considered during a closed session. A quorum of Central Health's Board of Managers may convene or participate via videoconference to discuss matters on the Committee agenda. However, Board members who are not Committee members will not vote on any Committee agenda items, nor will any full Board action be taken.

Any individual with a disability who plans to attend or view this meeting and requires auxiliary aids or services should notify Central Health as far in advance of the meeting day as possible, but no less than two days in advance, so that appropriate arrangements can be made. Notice should be given to the Board Governance Manager by telephone at (512) 978-8049.

Cualquier persona con una discapacidad que planee asistir o ver esta reunión y requiera ayudas o servicios auxiliares debe notificar a Central Health con la mayor anticipación posible de la reunión, pero no menos de dos días de anticipación, para que se puedan hacer los arreglos apropiados. Se debe notificar al Gerente de Gobierno de la Junta por teléfono al (512) 978-8049.

Consecutive interpretation services from Spanish to English are available during Public Communication or when public comment is invited. Please notify the Board Governance Manager by telephone at (512) 978-8049 if services are needed.

Servicios de interpretación consecutiva del español al inglés están disponibles durante la Comunicación Pública o cuando se le invita al público a comentar. Notifique al Gerente de Gobierno de la Junta por teléfono al (512) 978-8049 si necesita servicios.



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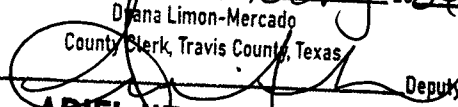
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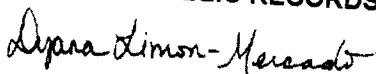
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Came to hand and posted on a Bulletin Board in the
County Recording Office, Austin, Travis County, Texas on this the
8 day of January 2026
Dyana Limon-Mercado
County Clerk, Travis County, Texas
By  Deputy
ARIEL HERNANDEZ



**FILED AND RECORDED
OFFICIAL PUBLIC RECORDS**


Dyana Limon-Mercado, County Clerk
Travis County, Texas

202680029

Jan 08, 2026 01:01 PM

Fee: \$0.00

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STRATEGIC PLANNING COMMITTEE

January 14, 2026

AGENDA ITEM 1

Review and approve the minutes of the December 10, 2026 Strategic Planning Committee meetings. (*Action Item*)

MINUTES OF MEETING – DECEMBER 10, 2025
CENTRAL HEALTH
STRATEGIC PLANNING COMMITTEE

On Wednesday, December 10, 2025, a meeting of the Central Health Strategic Planning Committee convened in open session at 1:13 p.m. in person at the Central Health Administrative Offices and remotely by toll-free videoconference. Clerk for the meeting was Briana Yanas.

Committee members present in person: Acting Chair Kitchen, Manager Jones (departed at 8:12 p.m.), and Manager May (departed at 3:09 p.m.)

Committee members present via audio and video: Chair Brinson

Board members present via audio and video or in person: Manager Rodriguez, Manager Martin, Manager Motwani (arrived 3:08 p.m.), Manager Museitif (arrived 1:55 p.m.)

Absent: Manager Valadez

PUBLIC COMMUNICATION

Clerk’s Notes: There were no speakers for Public Communication.

COMMITTEE AGENDA

- 1. Review and approve the minutes of the November 12, 2025, Strategic Planning Committee meeting.**

Clerk’s Notes: Discussion on this item began at 1:14 p.m.

Manager May moved that the Committee approve the minutes of the November 12, 2025, Strategic Planning Committee meeting.

Manager Jones seconded the motion.

Chairperson Kitchen	For
Manager Jones	For
Manager May	For
Manager Brinson	For
Manager Valadez	Absent

- 2. Receive and discuss a debrief on Board Mangers’ tour of University Health Medical Center in San Antonio.**

Clerk’s Notes: Discussion on this item began at 1:14 p.m.

- 3. Discuss and take appropriate action on process and parameters for development of Central Health Strategic Plan, including review of system transformation policy and strategic framework.**

Clerk’s Notes: Discussion on this item began at 1:34 p.m. Dr. Patrick Lee, President and CEO, opened the agenda item by discussing the 5 key components outlined in the policy: 1) a coordinated continuum care; 2) high quality whole-person community based care; 3) Board approved equity, quality, and access benchmarks; 4) strong fiscal stewardship, collaboration, and partnership; and 5) collaboration and partnership. Monica Crowley, Chief Strategy Officer, briefly recapped policy details and some language around Board responsibilities.

4. **Receive a presentation from Integral Care and Central Health on the Diversion Steering Committee.**

Clerk's Notes: Discussion on this item began at 2:55 p.m. Dr. Lee, CEO of Central Health, Alan Schalsha, Chief Medical Officer, and Jon Morgan, Chief Operating Officer, updated the Board on the status of Central Health's participation in providing diversion care in Travis County in partnership with Integral Care.

5. **Receive and discuss a briefing regarding *Birch, et al. v. Travis County Healthcare District d/b/a Central Health and Dr. Patrick Lee*, Cause No. D-1-GN-17-005824 in the 345th District Court of Travis County and services provided by faculty and residents of The University of Texas at Austin Dell Medical School in support of Central Health's mission.**

Clerk's Notes: This item not taken up.

6. **Discuss updates on matters related to a Performance Review by Mazars USA contracted by Travis County.**

Clerk's Notes: This item not taken up.

7. **Confirm the next Strategic Planning Committee meeting date, time, and location.**

The meeting ended when quorum was lost at 8:12 p.m.

ATTESTED TO BY:

Ann Kitchen, Chairperson
Central Health Strategic Planning Committee

Manuel Martin, Secretary
Central Health Board of Managers



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STRATEGIC PLANNING COMMITTEE

January 14, 2026

AGENDA ITEM 2

Discuss and take appropriate action on a resolution providing Board guidance to staff Regarding Central Health's System Transformation Strategic Plan. (*Action Item*)



AGENDA ITEM SUBMISSION FORM

This form is to provide a general overview of the agenda item in advance of posting for the Board meeting. Proposed motion language is a recommendation only and not final until the meeting and may be changed by the Board Manager making the motion. All information in this form is subject to the Public Information Act.

Agenda Item Meeting Date January 14, 2025

Who will present the agenda item? (Name, Title) Monica Crowley (CSO)

General Item Description Discuss and review resolution providing Board guidance regarding Central Health’s System Transformation Strategic Plan

Is this an informational or action item? Action Item

Fiscal Impact _____

Recommended Motion (if needed – action item) _____

Key takeaways about agenda item, and/or feedback sought from the Board of Managers:

- 1) Staff will present an updated draft resolution for review and to gather additional Board input, with the goal of advancing toward approval at the January 28 Board of Managers meeting.
- 2) The presentation incorporates initial Board guidance and feedback from the December 17, 2025, reflected in redline revisions.
- 3) _____

What backup will be provided, or will this be a verbal update? (Backup is due one week before the meeting.) Resolution Draft and PPT Presentation

Estimated time needed for presentation & questions? 1 HR, consisting of 30 mins for presentation and 30 mins for discussion

Is closed session recommended? (Consult with attorneys.) No

Form Prepared By/Date Submitted: Monica Crowley, 1/8/2026



Resolution Providing Guidance Regarding Central Health's System Transformation Strategic Plan

Dr. Pat Lee, President & CEO

Monica Crowley, EVP, Chief Strategy & Planning Officer

Strategic Planning Committee Meeting

January 14, 2026



Board of Manager's Feedback

November 12 Meeting First Presentation of System Transformation Policy	December 10 Meeting Update on System Transformation Policy & Strategic Plan Framework	Today (1/14) Clarification & Recommendation Regarding Board Guidance
<p style="text-align: center;">Themes</p> <ul style="list-style-type: none"> • Clarify the strategic plan architecture (umbrella plan + sub-plans) • Health Equity Plan is still the anchor, but it needs updating • Need an articulated transformation strategy (not just an OKR) • Board wants to provide direction first, then staff drafts • Planning should be accelerated and more iterative • Need agreement on success measures (baseline + trends + geography/demographics) 	<p style="text-align: center;">Feedback</p> <ul style="list-style-type: none"> • General agreement that Board direction related to System Transformation Strategic Plan would be helpful to staff • Need to clarify that the direction comes in the form a resolution providing guidance and not a policy • Board needs more time to review and have dedicated meeting with time to provide input into the language of the guidance • In developing Strategic Plan - community engagement must be explicit and prioritized • Key partners should be names where relevant • Ensure Strategic Plan includes geographic data lens 	<p style="text-align: center;">Receive Board Input for Resolution</p> <ul style="list-style-type: none"> • Attempted to incorporate feedback into a redline <ul style="list-style-type: none"> ○ Named key partners ○ Documented that board will approve benchmark efforts, including a geographic equity lens and transparent reporting ○ Staff will present major capital/financing decisions as dedicated Board agenda items, outlining options, tradeoffs, and strategic-plan alignment • System Transformation Strategic Plan will include the safety net focused, joint CHNA and Gap Analysis – all grounded in community engagement. • CH will also complete Central Health Comprehensive Facilities Plan.

Resolution

The Board of Managers (hereafter, “Board”) of the Travis County Healthcare District (the “District”), d/b/a Central Health, hereby adopts the Central Health System Transformation Strategic Plan resolution, **which guides the development and contents of the Strategic Plan**. The Board will review, amend, and adopt a new or updated System Transformation Strategic Plan, which will advance and complete the original Healthcare Equity Plan. **The CEO will endeavor to present the draft Plan to the Board for approval by the end of calendar year 2026. The CEO is authorized to hire consultants as needed to complete the Plan.**

The Board of Managers will actively direct the system transformation by exercising its governing responsibilities focused on these areas: system governance structure, strategic and policy direction, fiscal authorization, and performance oversight. The Board will approve the System Transformation Strategic Plan, and the system components, scope, and standards of the comprehensive continuum of care, including the system governance, infrastructure, financing, services, and partnerships required to close the long-standing gaps identified through the 2022 Community Health Needs Assessment (CHNA).

Through adoption of the System Transformation Strategic Plan aligned with the guidance in this resolution, the Board will establish the policy boundaries and success criteria for transformation, ensure prudent use of public resources, and hold the CEO accountable for measurable progress toward a fully realized local payer-provider public system that delivers timely, equitable, and high-quality care for all eligible residents.

Resolution

The System Transformation Strategic Plan **will include components that align with and operationalize the following guidance:**

A. The Board **adopted Strategic Plan will** direct the Central Health President & CEO to establish, within five years, a comprehensive, coordinated continuum of care spanning primary through tertiary services that ensures all Travis County residents who need our services have timely and equitable access to high-quality, affordable, whole-person care – care that is ambulatory-driven, trusted, and designed to measurably reduce disparities in access, experience, and health outcomes across geography and demographics. **The CEO will collaborate with the CEOs of CommUnityCare and Sendero Health Plans on the joint planning, design, and implementation of the care continuum.**

B. To achieve this objective, the CEO shall engage patients, **community organizations, neighborhood associations and advocacy groups**, and clinical and academic partners in the design and implementation of the system, ensuring that those most affected have a voice in shaping how care is delivered. **The CEO will develop draft communication and community engagement strategies for review by the Board Strategic Planning Committee and approval by the Central Health Board.**

Resolution

The System Transformation Strategic Plan will include components that align with and operationalize the following guidance:

C. The CEO shall prioritize direct delivery of clinical services by Central Health system entities and partners, cultivating high-performing partnerships grounded in shared accountability, aligned incentives, performance on Board approved benchmarks, and clear governance structures that promote a seamless, high-quality patient experience across the continuum of care. Benchmarks will be grounded in the joint Central Health and CommUnityCare Community Health Needs Assessment, and will include a geographic equity lens (e.g., zip codes/precincts/jurisdictions) to track changing needs and disparities over time. The Board will approve the benchmarks, targets, baseline measures, and reporting cadence used to track progress on access, equity, and quality.

D. Transformation cannot happen in isolation. The CEO shall engage key partners - including Integral Care, the University of Texas at Austin, the City of Austin, Travis County, and many healthcare and social service organizations across the community – in co-designing and implementing the system. Partnerships will be structured with shared goals, clear roles, and aligned incentives to achieve the Board’s defined outcomes. The CEO shall continue to develop in collaboration with Integral Care a system of care to provide behavioral/mental health services for Central Health patients (MAP and MAP Basic), inclusive of funding mechanisms.

Resolution

The System Transformation Strategic Plan **will include components that align with and operationalize the following guidance:**

E. The CEO shall leverage the District's statutory powers and financial capacity, emphasizing infrastructure ownership, prudent management of reserves, **with transparent reporting**, diversified public and private funding sources, and the strategic use of debt to achieve Board-approved benchmarks for access, equity, and quality. The system shall be designed for long-term sustainability, maximizing available federal, state, and local funding to minimize the financial burden on Travis County taxpayers while ensuring that every public dollar delivers lasting community value. **The Board must approve capital and financing decisions, which will be presented as distinct Board agenda items with clear options, tradeoffs, and alignment to the Strategic Plan.**

F. The Strategic Plan will include a **joint** safety net focused **Community Health Needs Assessment (CHNA) with CommUnityCare, Sendero** and a new service delivery capacity and gap analysis. The updated CHNA will confirm and extend the findings of the 2022 CHNA through the updated 2026 CHNA while **addressing needs related to** closing identified persistent deficiencies across all domains of care, including acute hospital capacity and post-acute recovery services that were not addressed in the first phase of the Healthcare Equity Plan. **Community engagement will be a key component of these assessments.**

Resolution

The System Transformation Strategic Plan will include components that align with and operationalize the following guidance:

- G. The Strategic Plan proposed service delivery locations and identified capacity and gap analysis will be based on a demographic analysis which identifies the current and future locations and health care needs of the population Central Health serves. The CEO will consider analyses of city, county and other relevant governmental bodies in completing the demographic analyses.
- H. The Board will approve the **Central Health Comprehensive Facilities Plan**, ensuring that capital investments, siting decisions, and operational sequencing align with the system's clinical aims, access standards, and equity benchmarks, which the Board shall approve.
- I. The Board will approve additional strategic plans, including those identified in the Board adopted Table of Board Governance Decisions, for the purpose of aligning these plans with the System Transformation Strategic Plan. These additional plans include the Ambulatory Access and Quality Plan, Central Health / Integral Care Behavioral Health (BH) System of Care, Diversion System of Care, and Philanthropy Strategic Plan.



January 14, 2026

Resolution Providing Guidance Regarding Central Health’s System Transformation Strategic Plan

This resolution constitutes formal Board guidance to staff regarding a system transformation strategic plan and authorizes the CEO to proceed with **developing the plan for Board approval** consistent with the terms deliberated and approved by the Central Health Board of Managers on January 28, 2026.

FY2026 Central Health Board of Managers

- Geronimo Rodriguez, JD, Chair
- Eliza May, MSSW, MLSW, Vice-Chair
- Maram Museitif, DrPH, MPH, CPH, Treasurer
- Manuel Martin, MD, Secretary
- Ann Kitchen, JD, **Past Chair**, Manager
- Cynthia Brinson, MD, Manager
- Amit Motwani, Manager, Manager
- Cynthia Valadez, Manager
- Sedora Jefferson, JD, Manager



The Board of Managers (hereafter, “Board”) of the Travis County Healthcare District (the “District”), d/b/a Central Health, hereby adopts the Central Health System Transformation Strategic Plan resolution, **which guides the development and contents of the Strategic Plan.** The Board will review, amend, and adopt a new or updated System Transformation Strategic Plan, which will advance and complete the original Healthcare Equity Plan. **The CEO will endeavor to present the draft Plan to the Board for approval by the end of calendar year 2026. The CEO is authorized to hire consultants as needed to complete the Plan.**

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Through adoption of the System Transformation Strategic Plan aligned with the guidance in this resolution, the Board will establish the policy boundaries and success criteria for transformation, ensure prudent use of public resources, and hold the CEO accountable for measurable progress toward a fully realized local payer-provider public system that delivers timely, equitable, and high-quality care for all eligible residents.

The System Transformation Strategic Plan **will include components that align with and operationalize the following guidance:**

- A. The Board **adopted Strategic Plan will** direct the Central Health President & CEO to establish, within five years, a comprehensive, coordinated continuum of care spanning primary through tertiary services that ensures all Travis County residents who need our services have timely and equitable access to high-quality, affordable, whole-person care – care that is ambulatory-driven, trusted, and designed to measurably reduce disparities in access, experience, and health outcomes across geography and demographics. **The CEO will collaborate with the CEOs of CommUnityCare and Sendero Health Plans on the joint planning, design, and implementation of the care continuum.**



- B. To achieve this objective, the CEO shall engage patients, **community organizations, neighborhood associations and advocacy groups**, and clinical and academic partners in the design and implementation of the system, ensuring that those most affected have a voice in shaping how care is delivered. **The CEO will develop draft communication and community engagement strategies for review by the Board Strategic Planning Committee and approval by the Central Health Board.**

- C. The CEO shall prioritize direct delivery of clinical services by Central Health system entities **and partners**, cultivating high-performing partnerships grounded in shared accountability, aligned incentives, **performance on Board approved benchmarks**, and clear governance structures that promote a seamless, high-quality patient experience across the continuum of care. **Benchmarks will be grounded in the joint Central Health and CommUnityCare Community Health Needs Assessment, and will include a geographic equity lens (e.g., zip codes/precincts/jurisdictions) to track changing needs and disparities over time. The Board will approve the benchmarks, targets, baseline measures, and reporting cadence used to track progress on access, equity, and quality.**

- D. Transformation cannot happen in isolation. **The CEO shall engage key partners - including Integral Care, the University of Texas at Austin, the City of Austin, Travis County, and many healthcare and social service organizations across the community – in co-designing and implementing the system. Partnerships will be structured with shared goals, clear roles, and aligned incentives to achieve the Board’s defined outcomes. The CEO shall continue to develop in collaboration with Integral Care a system of care to provide behavioral/mental health services for Central Health patients (MAP and MAP Basic), inclusive of funding mechanisms.**

- E. The CEO shall leverage the District’s statutory powers and financial capacity, emphasizing infrastructure ownership, prudent management of reserves, **with transparent reporting**, diversified public and private funding sources, and the strategic use of debt to achieve Board-approved benchmarks for access, equity, and quality. The system shall be designed for long-term sustainability, maximizing available federal, state, and local funding to minimize the financial burden on Travis County taxpayers while ensuring that every public dollar delivers lasting community value. **The Board must approve capital and financing decisions, which will be**

presented as distinct Board agenda items with clear options, tradeoffs, and alignment to the Strategic Plan.

- F. The Strategic Plan will include a joint safety net focused Community Health Needs Assessment (CHNA) with CommUnityCare, Sendero and a new service delivery capacity and gap analysis. The updated CHNA will confirm and extend the findings of the 2022 CHNA through the updated 2026 CHNA while addressing needs related to closing identified persistent deficiencies across all domains of care, including acute hospital capacity and post-acute recovery services that were not addressed in the first phase of the Healthcare Equity Plan. Community engagement will be a key component of these assessments.
- G. The Strategic Plan proposed service delivery locations and identified capacity and gap analysis will be based on a demographic analysis which identifies the current and future locations and health care needs of the population Central Health serves. The CEO will consider analyses of city, county and other relevant governmental bodies in completing the demographic analyses.
- H. The Board will approve the Central Health Comprehensive Facilities Plan, ensuring that capital investments, siting decisions, and operational sequencing align with the system’s clinical aims, access standards, and equity benchmarks, which the Board shall approve.
- I. The Board will approve additional strategic plans, including those identified in the Board adopted Table of Board Governance Decisions, for the purpose of aligning these plans with the System Transformation Strategic Plan. These additional plans include the Ambulatory Access and Quality Plan, Central Health / Integral Care Behavioral Health (BH) System of Care, Diversion System of Care, and Philanthropy Strategic Plan.



December 4, 2025

System Transformation Policy (DRAFT)

The Board directs the Central Health President & CEO to establish, within five years, a comprehensive, coordinated continuum of care spanning primary through tertiary services that ensures all Travis County residents who need our services have timely and equitable access to high-quality, affordable, whole-person care — care that is ambulatory-driven, trusted, and designed to measurably reduce disparities in access, experience, and health outcomes across geography and demographics.

To achieve this objective, the CEO shall engage patients, communities, and clinical and academic partners in the design and implementation of the system, ensuring that those most affected have a voice in shaping how care is delivered. The CEO shall prioritize direct delivery of clinical services by Central Health system entities while cultivating high-performing partnerships grounded in shared accountability, aligned incentives, and clear governance structures that promote a seamless, high-quality patient experience across the continuum of care. And the CEO shall leverage the District's statutory powers and financial capacity — emphasizing infrastructure ownership, prudent management of reserves, diversified public and private funding sources, and the strategic use of debt — to achieve Board-approved benchmarks for access, equity, and quality. The system shall be designed for long-term sustainability, maximizing available federal, state, and local funding to minimize the financial burden on Travis County taxpayers while ensuring that every public dollar delivers lasting community value.

To fulfill this mandate, the Board of Managers will actively direct the system transformation by exercising its governing responsibilities in three domains: strategic direction, fiscal authorization, and performance oversight. The Board will approve the essential system components, scope, and standards of the comprehensive continuum of care — including the infrastructure, financing, services, and partnerships required to close the long-standing gaps identified through the 2022 Community Health Needs Assessment (CHNA). The Board will review, amend, and adopt the updated Strategic Plan, which will advance and complete the original Healthcare Equity Plan, confirming and extending the findings of the 2022 CHNA through the updated 2026 CHNA while closing identified persistent deficiencies across all domains of care, including acute hospital capacity and post-acute recovery services that were not addressed in the first phase of the Healthcare Equity Plan. The Board will also approve the Master Facility Plan, ensuring that capital investments, siting decisions, and operational sequencing align with the system's clinical aims, access standards, and equity benchmarks, which the Board shall approve. Through these actions, the Board establishes the policy boundaries and success criteria for transformation, ensures prudent use of public resources, and holds the CEO accountable for measurable progress toward a fully realized local payer-provider public system that delivers timely, equitable, and high-quality care for all eligible residents.



Board Note: System Transformation Policy (DRAFT)

Through this policy, and under the continued stewardship of the Board of Managers, **Central Health commits to transforming a fragmented safety net into one connected, trusted, and accountable system** — designed to serve the people of Travis County today while safeguarding the community’s health and resources for generations to come.

This System Transformation Policy is the foundation for fulfilling Central Health’s dual mission:

- **To care for those who need us most**, by ensuring timely, high-quality, whole-person care across Travis County.
- **To deliver exceptional long-term value to Travis County taxpayers**, by reducing waste, preventing avoidable costs, and building a sustainable, community-based system.

Purpose of This Policy

This policy establishes the Board’s direction for transforming the local health system into a comprehensive, coordinated continuum of care that provides timely, affordable, high-quality services for all eligible residents.

The Board’s intent is to ensure that, within five years, individuals receive the right care, in the right setting, at the right time — supported by prevention, coordination, and stewardship that reduce the human and financial costs of avoidable illness and crisis care.

Why Transformation Is Needed

Today, health disparities in Travis County carry a significant human and financial cost. East of I-35, people are dying an average of 10 to 20 years earlier than their neighbors who live just a few miles west – lives cut short by unequal access to care. Our residents’ zip codes should never determine their lifespan, but the reality is that right now, they do. When people cannot access affordable, timely care, those costs do not disappear — they shift to hospital emergency departments, law enforcement, and other crisis systems. Taxpayers ultimately bear the expense of problems that could have been prevented.

Central Health’s mission is to deliver care for those who need it most while eliminating these costly health disparities by building a connected, efficient, and accountable local health system. Such a system represents an upstream investment: one that reduces long-term costs and suffering by intervening earlier. While these improvements may not yield large financial returns to Central Health itself, they create substantial value for taxpayers and the community. Most importantly, they mean fewer lives cut short, fewer families losing loved ones too soon, and a healthier future for every resident of Travis County.



This five-year transformation is the essential foundation for achieving two long-term outcomes by 2035: a 50% reduction in health disparities and a 5:1 return on taxpayer investment.

This **System Transformation Policy** defines the strategic pathway toward those outcomes. This policy builds upon Central Health’s original Healthcare Equity Plan, extending its vision into an actionable system buildout capable of delivering whole-person care across primary, specialty, hospital, behavioral health, and recovery services.

The Central Health Board of Managers will oversee progress by establishing measurable benchmarks and by setting clear limitations on the means used to achieve them — including prudent management of debt, reserves, and all public resources. The Board will also approve the Strategic Plan that operationalizes the policy and will monitor performance against the established benchmarks. Through these actions, the Board ensures that the system develops in alignment with statutory authority, community priorities, and Central Health’s mission.

Key Concepts in the Policy

1. A Coordinated Continuum of Care

The Central Health system — which includes Central Health, CommUnityCare Health Centers, and Sendero Health Plans — will develop, together with our many partners, a full, connected continuum of care, including primary prevention, specialty, acute hospital, behavioral health, and recovery care. Every component will work together so that patients experience a seamless journey, not a patchwork of disconnected programs. The Board of Managers will play an essential role in defining what success looks like across this continuum and ensuring clear accountability for results.

2. High-Quality, Ambulatory-Driven, Whole-Person Care for All

Most care should happen in community settings rather than hospitals. “Whole-person care” means addressing physical, mental, and social health together — helping people stay healthy and stable, not just treating them when they’re sick. To earn and sustain the public’s trust, Central Health’s system must deliver consistent quality, accountability, and respect, with success measured by improvements in health outcomes, patient experience, and equity. The Board’s continued guidance will ensure that the system’s design and investments reflect these principles and remain aligned with Central Health’s mission and public obligations, ensuring that all residents, regardless of income or zip code, receive excellent care.

3. Board-Approved Benchmarks for Access, Equity, and Quality

The policy directs the system to design intentionally for equity — closing gaps in access, experience, and outcomes across communities. Addressing the East–West health divide and other systemic inequities is essential to improving the overall health of Travis County and meeting the Board’s long-term goal of reducing health disparities by half within the next

decade. The Board will play an important role in defining and approving the targets and benchmarks Central Health can use to measure our progress on access, equity, and quality.

4. Fiscal Stewardship and Long-Term Sustainability

Central Health will use its financial authority and capacity strategically: owning essential infrastructure, maintaining prudent reserves, leveraging federal and state funds, attracting private investment, and using debt wisely. The Board of Managers will continue to define and oversee the financial policies governing these areas — ensuring that public funds are used effectively, transparently, and within clear limitations designed to protect the long-term sustainability of the system.

5. Collaboration and Partnership

Transformation cannot happen in isolation. The policy directs Central Health to engage patients, communities, and key institutional partners — including Integral Care, The University of Texas at Austin, the City of Austin, Travis County, and many healthcare and social service organizations across the community — in co-designing and implementing the system. Partnerships will be structured with shared goals, clear roles, and aligned incentives to achieve the Board’s defined outcomes.

What This Means for the Community

This policy commits Central Health to extend its visionary 2024-2030 Healthcare Equity Plan toward **building and leading a true local health system.**

It means care will be more connected, preventive, and affordable — where a person’s first point of contact is a trusted clinic or care coordinator, not an emergency room. It also means every taxpayer dollar will work harder and go further by preventing crises instead of paying for them after the fact.



Our Vision

Central Texas is a model healthy community.

Our Mission

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

Our Values

Central Health will achieve excellence through:

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

Innovation - We create solutions to improve healthcare access.

Right by All - By being open, anti-racist, equity-minded, and respectful in discourse, we honor those around us and do right by all people.

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

STRATEGIC PLANNING COMMITTEE

January 14, 2026

AGENDA ITEM 3

Confirm the next Strategic Planning Committee meeting date, time, and location. (*Informational Item*)