

MINUTES OF MEETING – JANUARY 14, 2026  
CENTRAL HEALTH  
STRATEGIC PLANNING COMMITTEE

On Wednesday, January 14, 2026, a meeting of the Central Health Strategic Planning Committee convened in open session at 3:52 p.m. in person at the Central Health Administrative Offices and remotely by toll-free videoconference. Clerk for the meeting was Valerie Guerra.

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**Committee members present in person:** Chair May, Manager Jefferson, and Manager Valadez

**Committee members present via audio and video:** Manager Brinson (arrived at 4:03 p.m.)

**Board members present in person:** Manager Kitchen, Manager Rodriguez, Manager Museitif, Manager Motwani (arrived at 4:14 p.m.), and Manager Martin

**PUBLIC COMMUNICATION**

**Clerk's Notes:** Public Communication began at 3:52 p.m. Chair May announced that no speakers signed up for Public Communication.

**COMMITTEE AGENDA**

- 1. Review and approve the minutes of the December 10, 2025 Strategic Planning Committee meeting.**

**Clerk's Notes:** Discussion on this item began at 3:53 p.m.

Manager Valadez moved that the Committee approve the minutes of the December 10, 2025 Strategic Planning Committee meeting.

Manager Martin seconded the motion.

Chairperson May	For
Manager Brinson	Absent
Manager Jefferson	For
Manager Valadez	For

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

**Clerk's Notes:** Discussion on this item began at 3:56 p.m. Dr. Lee, CEO, and Monica Crowley, Chief Strategy Officer, presented updates reflecting the Board of Managers' feedback on the System Transformation Policy and Strategic Plan Framework. She also provided a revised resolution for the Board's review and requested additional input.

Manager Kitchen moved that the Committee recommend that the Board adopt the resolution as amended by discussion.

Manager Valadez seconded the motion.

Chairperson May	For
Manager Brinson	Absent
Manager Jefferson	For
Manager Valadez	For

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

Manager Valadez moved that the Committee adjourn.

Manager Jefferson seconded the motion.

Chairperson May	For
Manager Brinson	Absent
Manager Jefferson	For
Manager Valadez	For

The meeting was adjourned at 4:33 p.m.

ATTESTED TO BY:

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Chair May, Chairperson  
Central Health Strategic Planning Committee

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Manuel Martin, Secretary  
Central Health Board of Managers



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.

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.

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. This care will be **patient-centered**, 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 **actively engage and communicate relevant updates to patients**, community organizations, neighborhood associations, 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, while cultivating high-performing partnerships and avoiding duplication, grounded in shared accountability, aligned incentives, **performance on Board approved benchmarks**, and clear **board approved** governance structures that promote a seamless, high-quality patient experience across the continuum of care. Benchmarks will be **evidence-based and** 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, 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 **and to promote financial and operational efficiency**, 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 with 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 CHNA study scope will be presented to the Central Health, CommUnityCare, and Sendero boards.** 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 Board will consider the greatest needs of the most needy and vulnerable populations when setting priorities for service delivery.** The CEO will also 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, but are not limited to, the Ambulatory Access and Quality Plan, Central Health / Integral Care Behavioral Health (BH) System of Care, Diversion System of Care, and Philanthropy Strategic Plan.

**BE IT RESOLVED: The plan shall be financially and operationally balanced, ensuring that available fiscal resources and physical infrastructure are aligned to sustain current services**



without compromising quality, access, or long-term sustainability and is aligned with Central Health's mission.