



STAYS IN FILE



CENTRAL HEALTH

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.

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.

CENTRAL HEALTH BOARD OF MANAGERS STRATEGIC PLANNING COMMITTEE

Tuesday, June 12, 2018, 5:30 p.m.

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

AGENDA*

Items for consideration and possible action:

1. Approve the minutes of the following meeting of the Central Health Board of Managers Strategic Planning Committee:
 - a. May 8, 2018.
2. Receive and discuss an update on proposed strategies related to the Fiscal Year 2019 Strategic Work Plan, including:
 - a. Potential new strategies,
 - b. The development of measures and a reporting schedule for the Fiscal Year 2019 Strategic Work Plan; and
 - c. Workforce Development.

Standing items:

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

*The Strategic Planning Committee may take items in an order that differs from the posted order.

Note 1, Possible closed session item.

The Strategic Planning Committee may consider any matter posted on the agenda in a closed session if there are 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 to discuss matters on the agenda.

Came to hand and posted on a Bulletin Board in the Courthouse,
Austin, Travis County, Texas on this the 7th day of

June 2018.

Dana DeBeauvoir

County Clerk, Travis County, Texas

By D. Campos Jr. Deputy



D. CAMPOS JR.

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Dana DeBeauvoir

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Dana DeBeauvoir, County Clerk
Travis County TEXAS



CENTRAL HEALTH

**CENTRAL HEALTH BOARD OF MANAGERS
STRATEGIC PLANNING COMMITTEE**

June 12, 2018

AGENDA ITEM 1

Approve the minutes for the following meeting of the Central Health Board of Managers Strategic Planning Committee:

- a. May 8, 2018.

MINUTES OF MEETING – MAY 8, 2018

CENTRAL HEALTH BOARD OF MANAGERS
STRATEGIC PLANNING COMMITTEE

On Tuesday, May 8, 2018, the Central Health Board of Managers Strategic Planning Committee convened at 12:42 p.m. in the Training Room, 1111 East Cesar Chavez, Austin, Texas 78702. Clerk for the meeting was Ms. Emily Farris.

Committee Members present: Chairperson Greenberg, Manager Aiken and Manager Valadez

Board Members present: Manager Museitif

REGULAR AGENDA

2. Receive and discuss a presentation on an update to the Central Health Demographics Report with an overlay of the Community Indicators Report data.

Clerk's Notes: Discussion on this item began at 12:42 p.m. Mr. JP Eichmiller, Director of Strategic Communications for Central Health, presented an update to the Committee. Mr. Eichmiller presented a five-year projection of population growth in focus areas such as Del Valle, Southeast Austin, Northeast Austin, and others.

No action was taken on item 2.

3. Receive and discuss a summary of work performed by partners related to the Social Determinants of Health, including information on Health Risk Assessments administered by provider partners.

Clerk's Notes: Discussion on this item began at 12:58 p.m. Mr. Matt Balthazar, Vice-President ("VP") of Health Center Advancement, and Ms. Sarah Cook, Senior Director of Strategy Communications & Population Health, both with the Community Care Collaborative, described the risk-stratification method by which CommUnityCare ("CUC") is providing individualized care management for patients. Mr. Balthazar presented details on CUC's health risk assessment tool, health care locations, various social determinants of health projects, and how resource connections are made for CUC patients. Ms. Sarah Wheat, Chief External Affairs Officer for Planned Parenthood ("PPH"), answered questions from the Committee regarding CUC's partnership with PPH and specifically its health education sessions.

No action was taken on item 3.

4. Receive and discuss an update on upcoming Community Conversations.

Clerk's Notes: Discussion on this item began at 1:25 p.m. Mr. Ted Burton, VP of Communications, and Mr. Ivan Davila, Communications & Community Engagement Manager, both with Central Health, gave an update on outreach and communications efforts. Mr. Davila provided the Committee with a 2018 Community Engagement Calendar and Expansion Advisory Committee Meetings schedule.

No action was taken on item 4.

1. Approve the minutes of the following meeting of the Strategic Planning Committee:
a. April 10, 2018.

Clerk's Notes: Discussion on this item began at 1:52 p.m.

Manager Valadez moved that the Committee approve minutes of the following meeting of the Central Health Board of Managers Strategic Planning Committee:

- a. April 10, 2018.

MAY 8, 2018 -STRATEGIC PLANNING COMMITTEE MINUTES

Manager Aiken seconded the motion.

Chairperson Greenberg	For
Manager Aiken	For
Manager Jones	Absent
Manager Valadez	For

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

Clerk's Notes: Discussion on this item began at 1:52 p.m. Chairperson Greenberg announced the next scheduled Central Health Board of Managers Strategic Planning Committee meeting will be a Joint Strategic Planning Committee and Budget and Finance Committee meeting on May 16, 2018 at 5:30 p.m., at Central Health Administrative Offices, 1111 E. Cesar Chavez St., Austin, Texas 78702.

Manager Valadez moved that the Committee adjourn. Manager Aiken seconded the motion.

Chairperson Greenberg	For
Manager Aiken	For
Manager Jones	Absent
Manager Valadez	For

The meeting was adjourned at 1:53 p.m.

Sherri Greenberg, Chairperson
Central Health Strategic Planning Committee



CENTRAL HEALTH

**CENTRAL HEALTH BOARD OF MANAGERS
STRATEGIC PLANNING COMMITTEE**

June 12, 2018

AGENDA ITEM 2

Receive and discuss an update on proposed strategies related to the Fiscal Year 2019 Strategic Work Plan, including:

- a. Potential new strategies
- b. Development of measures and reporting schedule for the Fiscal Year 2019 Strategic Work Plan
- c. Workforce Development

Plan 2024

Central Health Strategic Work Plan – Proposed Fiscal Years 2019 and 2020 Strategies

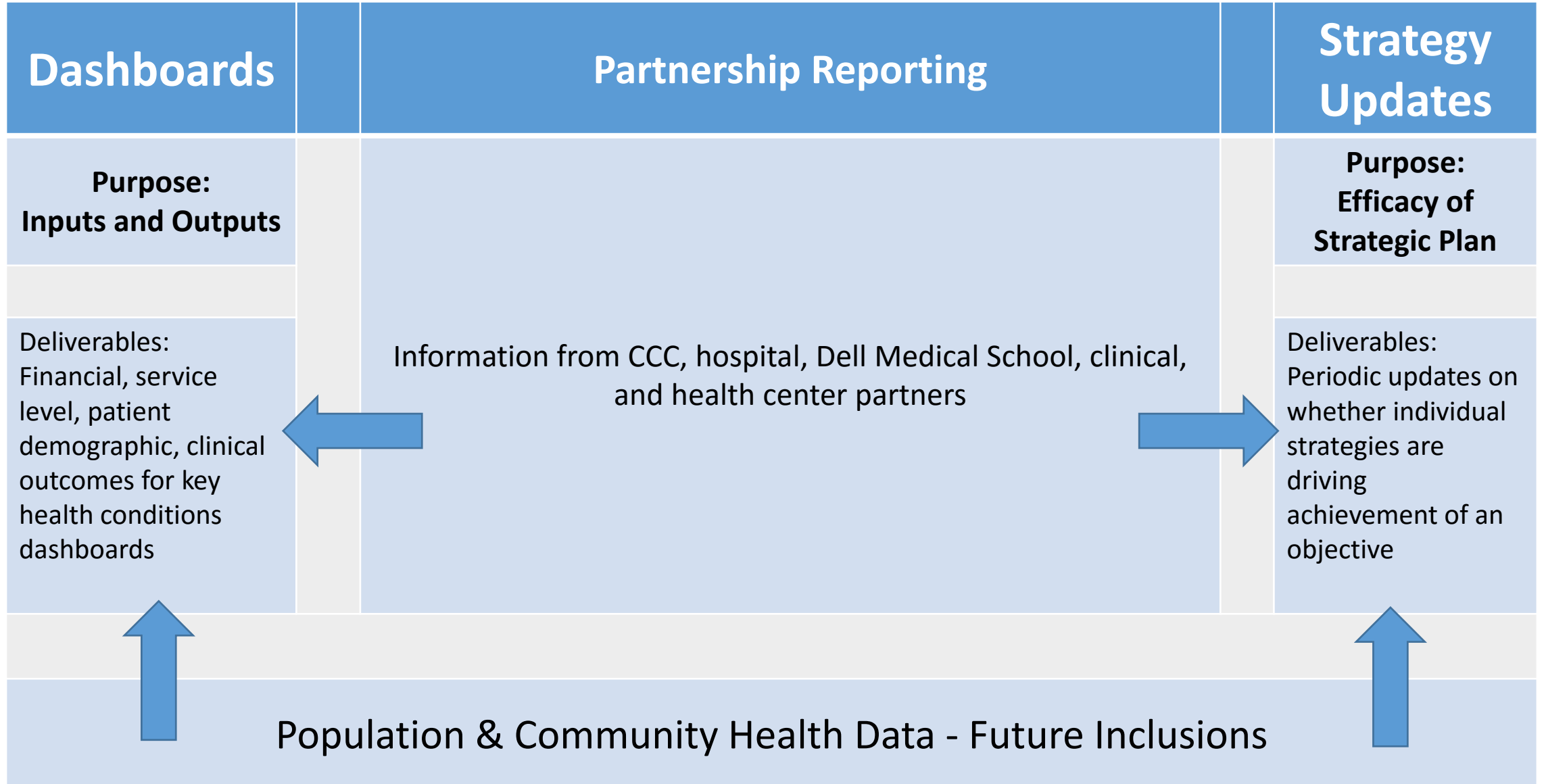
Goals for tonight:

- Review work plan development process
- Review proposed strategies
- Update regarding Board of Managers' information platforms and measures

Strategic Work Plan Development Process

1. CEO's 90 Day Assessment
2. Community check-ins on Strategies
3. First iteration of Strategic Work Plan
4. Central Health Performance Review
 - Community conversation regarding performance review
 - Central Health staff draft recommendations for additional strategies
 - Community Conversations regarding proposed additional strategies
5. Proposed Strategic Work Plan including additional strategies for fiscal years 2019 and 2020

Board of Managers Information Platforms



New Milestones

Strategy 1.3: Communication

- **Q1-Q4 FY2019**—Continue public education initiative
- **Q2-Q4 FY2019**—Conduct analysis and determine appropriate milestone for co-branding. Implement co-branding strategy with partners and providers.
- **Q2 FY2019**—Determine appropriate milestones for increasing community awareness of Central Health’s role including updating Central Health community engagement and outreach strategy.
- **Q2-Q3 FY2019**—Determine appropriate milestones for increasing potential awareness in designated populations. Implement engagement/outreach/communications initiative to defined population in Travis County.

New Milestones

Strategy 2.1: Patient Wait Times

- **Q4 FY2018**—Establish baseline measures by lines of service
- **Q1-Q4 FY2019**—Establish CCC primary care and specialty care access metrics & targets, with provider input.
- **Q1-Q4 FY2019**—Implement measures and begin evaluation of programs' initial measures for improvement over/under baselines.
- **Q1-Q4 FY2019**—Identify opportunities for additional service line expansion with existing contracted providers.

New Milestones

Strategy 3.6: Transparency

- **Q4 FY2018**—Establish partner reporting milestones
- **Q1 FY2019**—Implement partner reporting process
- **Q4 FY2019**—Refine partner reporting process

FY2019 Proposed Budget Support of the Strategic Work Plan

Objective 1: Develop and execute health care delivery strategy based on place and people

- Eastern Travis County convening, collaboration and development of health care infrastructure
- Investment in health promotion, for collaborative workgroups and for new initiatives
- Updated community engagement strategies and enterprise communications

Objective 2: Implement coordinated and patient-focused health care system

- Investment in CCC coordinated health care system
- Eastern Travis County convening, collaboration and development of health care infrastructure

Objective 3: Implement sustainable financial model for health care delivery and system strategies through 2024

- Central Health reserve levels, leveraged financing and partnership strategies
- Investment in Central Health workforce
- Enhancement of value based contracting strategies
- Maximize use of Brackenridge Campus

Strategic Workplan Summary: Objectives and Strategies

OBJECTIVE 1: Refine healthcare delivery strategy based on place and people	STRATEGY 1.1: Service Locations, System Design, and Care Delivery. Through analysis and stakeholder input, determine future service locations, best site uses, and mobile and technology alternatives for delivering care to served population.
	STRATEGY 1.2: Social Determinants. Enable programs through community partnerships that focus on social determinants with measurable health outcomes. Continue ongoing policy work in support of long term population health goals.
	STRATEGY 1.3: Enrollment. Increase health program awareness efforts and allocate resources to improve enrollment processes.
OBJECTIVE 2: Implement coordinated and patient-focused health care system	STRATEGY 2.1: Patient Wait Times. Through provider partners, establish measures for and improve patient wait times for access to primary and specialty care services.
	STRATEGY 2.2: Patient Reported Outcomes & Experiences. Through provider partners, establish measures for and improve patient reported health outcomes and experiences.
	STRATEGY 2.3: Women’s Reproductive Health. Expand women’s reproductive health delivery system through Dell Medical School and provider partners.
	STRATEGY 2.4: Technology & Data. Improve continuity of care through integrated technology, data, planning and information exchange.
	STRATEGY 2.5: Primary & Specialty Care. Ensure network adequacy and access to care through specialty care expansion.
	STRATEGY 2.6: Contracting & Payment. Implement reimbursement methods, and related reporting processes, to encourage value and desired health outcomes.
	STRATEGY 2.7: Brain Health & Cancer Strategies Refinement. Determine scope of Central Health role in both brain health and cancer detection and treatment programs.
OBJECTIVE 3: Implement sustainable financial model for health care delivery and system strategies through 2022	STRATEGY 3.1: Develop reasonable revenue and fiscal models through 2022, with combined revenue sources outpacing health care delivery costs.
	STRATEGY 3.2: Maintain contingency and emergency reserves to enable funding of new initiatives, program sustainability, and management of adverse financial trends.
	STRATEGY 3.3: Include appropriate revenue and financing sources for new programs in future budget patterns.
	STRATEGY 3.4: Determine local and matching funding sources and allocations to balance capacity among primary, specialty, emergency, in-patient, and ambulatory care.
	STRATEGY 3.5: Determine optimal use or disposition of Brackenridge Campus sections.



Central Health Community Conversation: Setting the Course for FY 2019

Current Work Plan Objectives	Current Work Plan Strategies	New Proposed Work Plan Strategies
<p>OBJECTIVE 1: Refine health care delivery strategy based on place and people</p>	<p>STRATEGY 1.1: Service Locations, System Design, and Care Delivery. Through analysis and stakeholder input, determine future service locations, best site uses, and mobile and technology alternatives for delivering care to served population.</p>	
	<p>STRATEGY 1.2: Social Determinants. Enable programs through community partnerships that focus on social determinants with measurable health outcomes. Continue ongoing policy work in support of long-term population health goals.</p>	
	<p>STRATEGY 1.3: Enrollment. Increase health program awareness efforts and allocate resources to improve enrollment processes.</p>	
		<p>PROPOSED STRATEGY A—PARTNER TRANSPARENCY: A1: Improve partner reporting (Dell Medical School, St.David's Hospital, Seton, etc.) to assess impact on care and outcomes</p>
<p>OBJECTIVE 2: Implement coordinated and patient-focused health care system</p>	<p>STRATEGY 2.1: Patient Wait Times. Through provider partners, establish measures for and improve patient wait times for access to primary and specialty care services.</p>	<p>PROPOSED STRATEGY B—SPECIALTY CARE SHORTAGE: B1: Referral management and E-consultations B2: Telemedicine B3: Co-locate services in school clinics to reduce specialty care wait times B4: Co-locate behavioral health services in primary care settings and jails to reduce wait times</p>
	<p>STRATEGY 2.2: Patient Reported Outcomes & Experiences. Through provider partners, establish measures for and improve patient reported health outcomes and experiences.</p>	
	<p>STRATEGY 2.3: Women's Reproductive Health. Expand women's reproductive health delivery system through Dell Medical School and provider partners.</p>	
	<p>STRATEGY 2.4: Technology & Data. Improve continuity of care through integrated technology, data, planning and information exchange.</p>	
	<p>STRATEGY 2.5: Primary & Specialty Care. Ensure network adequacy and access to care through specialty care expansion.</p>	<p>PROPOSED STRATEGY C—SPECIALTY CARE SHORTAGE: C1: Provide additional specialty care training to primary care doctors C2: Coordinate new services through the Dell Medical School C3: Focus Dell Medical School doctor training on specialties with physician shortages</p>
	<p>STRATEGY 2.6: Contracting & Payment. Implement reimbursement methods, and related reporting processes, to encourage value and desired health outcomes.</p>	<p>PROPOSED STRATEGY D—PARTNER TRANSPARENCY: D1: Increase awareness of how partner use of funds aligns with goals, measures and outcomes</p>
	<p>STRATEGY 2.7: Brain Health & Cancer Strategies Refinement. Determine scope of Central Health role in both brain health and cancer detection and treatment programs.</p>	
		<p>PROPOSED STRATEGY E—COMMUNICATION: E1: Co-brand facilities where Central Health funds health care to increase awareness E2: Continue investments in marketing; tailor to specific audiences E3: Increase consumer awareness of available services and partners</p>
<p>OBJECTIVE 3: Implement sustainable financial model for health care delivery and system strategies through 2022</p>	<p>STRATEGY 3.1: Develop reasonable revenue and fiscal models through 2022, with combined revenue sources outpacing health care delivery costs</p>	
	<p>STRATEGY 3.2: Maintain an contingency and emergency reserves to enable funding of new initiatives, program sustainability, and management of adverse financial trends</p>	<p>PROPOSED STRATEGY F—DIVERSIFY FUNDING SOURCES: F1: Increase funding from external grants and philanthropy/fundraising F2: Use some reserve funding to address unmet needs</p>
	<p>STRATEGY 3.3: Include appropriate revenue and financing sources for new programs in future budget patterns</p>	
	<p>STRATEGY 3.4: Determine local and matching funding sources and allocations to balance capacity among primary, specialty, emergency, in-patient, and ambulatory care</p>	
	<p>STRATEGY 3.5: Determine optimal use or disposition of Brackenridge Campus sections</p>	

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 place and people	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 locations, mobile services and 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 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 coordinated and patient-focused 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 enhanced 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 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, CommUnityCare, Integral Care and Sendero) to increase use of funding transparency that achieves Central Health objectives.	Next Update: Nov. 2018



**CENTRAL
HEALTH**

**CENTRAL HEALTH BOARD OF MANAGERS
STRATEGIC PLANNING COMMITTEE**

June 12, 2018

AGENDA ITEM 3

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