

**TRAVIS COUNTY HEALTHCARE DISTRICT D/B/A CENTRAL HEALTH
BOARD OF MANAGERS
RESOLUTION ADOPTING THE FISCAL YEAR 2022 BUDGET**

The Travis County Healthcare District (the “District”), d/b/a Central Health, Board of Managers (the “Board”) hereby adopts the Central Health Fiscal Year 2022 Budget, which:

(i) consists of the Central Health Fiscal Year 2022 Budget Sources and Uses Summary (attached as Attachment A) and the Central Health Fiscal Year 2022 Budget Uses Detail (attached as Attachment B), both of which are incorporated herein by reference as if set out in full;

(ii) directs the President and CEO to advance the following Strategic Goals and Objectives of the District, as previously established, and the related work with periodic reports due to the Board of Managers as follows:

- i. Develop and execute health care delivery based on people and place.
 - a. Continue service site expansion of health centers in Hornsby Bend and Del Valle, including the selection of contractors, commencement of site development and agreements on initial scopes of clinical and non-clinical services.
 - b. Continue the planning process for Colony Park site expansion, including budget development, site development, identification of services, and potential service delivery partners.
- ii. Implement a patient-focused and coordinated health care system.
 - a. Complete phases III and IV of the equity-based systems planning initiative to improve access to care among Central Health’s patient population, including the development and adoption of:
 - i. A comprehensive, equity-focused Strategic Services Plan that; identifies current and future levels of need (e.g. demand) and available service levels (e.g. supply) and lays out a short-, medium-, and long-term plan to address those needs and a methodology for prioritizing future needs in a way that reflects Central Health’s role in building and shaping the system of care;
 - ii. A Service Delivery Operational Implementation Plan to identify short-, medium-, and long-term measures of progress; develop recommendations for service line partners, locations, facilities or other modalities for meeting service delivery plan goals; develop

- recommendations for additional quality and performance improvement initiatives to meet service delivery plan goals; and plan for addressing projected new demand in service lines where gaps in care exist or are likely to increase;
- iii. A Financial Implementation Plan to define financial objectives, and develop financial modeling to meet proposed goals and initiatives.
- b. Continue the development of a high-functioning healthcare system to meet the needs of Central Health patients by prioritizing near-term improvements in identified service delivery focus areas:
- i. Specialty care access, including continued expansion of endocrinology, cardiology, nephrology, and podiatry; as well as new service areas such as medical weight loss and outpatient dialysis;
 - ii. Health care for the homeless, including expanding street medicine teams, additional mobile services that will support the purchase of an additional mobile unit by CommUnityCare Health Centers, and launching medical respite for homeless MAP members;
 - iii. Behavioral health initiatives, including expanding psychiatry and therapy access in primary care settings, and expanding service through telemedicine;
 - iv. Substance use disorder treatments, including peer support specialist counseling; substance use disorder care transitions; and the expansion of the medication assistance therapy (MAT) program;
 - v. Clinical and patient education, including health equity and implicit bias training for care teams; and introducing dietician pilots and dietician-integration into primary care and adding a clinical education program manager to support patient education;
 - vi. Transitions of care initiatives, including congestive heart failure transitions; infectious disease treatment expansion; remote patient monitoring; medical respite; and outpatient dialysis transitions.
- iii. Implement a sustainable financial model for healthcare delivery, including optimizing the former Brackenridge Campus (n/k/a Downtown Campus) redevelopment to fund Central Health's Mission.
- a. Establish and implement a hospital care and services funding model that is transparent and structured such that any funding commitments and assumptions of risk ensure optimum use of local tax dollars and other public funds. Further, the model should ensure quality, accountability, public benefit, and be based on measurable hospital and specialty services for Central Health's funded patients. This work will require Central Health

to adopt additional operational responsibilities and maintain a sufficient level of reserves.

- b. Present options and approaches to the Board of Managers for the redevelopment of the Brackenridge Campus, optimizing the property as a source of non-tax revenue that will benefit Central Health's patient population.

(iii) acknowledges that culturally, for Central Health to operate and function as an inclusive and equitable employer, organization, and enterprise, we must deliberately focus on the implementation of recommendations from the disparity study for Historically Underutilized Businesses (HUBs), to be completed in Fiscal Year 2022, and continue to foster a workplace that holds space for training, awareness, and activation on behalf of marginalized communities to address the health effects of discrimination, racism, and disproportionate burdens of disease;

(iv) acknowledges that the Central Health Fiscal Year 2022 Budget will require focused improvement of support operations activities to ensure that Central Health, CommUnityCare Health Centers, and Sendero Health Plans, achieve the mission of greater access to care, promote health equity, and reduce health disparities in those we are privileged to serve. Further, with the expansion of health care in Travis County, Central Health, as a government agency, will need to allocate resources to scale operations. The following will be focused improvements in support operations:

1. Finance Procurement Operational Excellence
2. HUB Program Expansion
3. Enterprise Organizational Development for Operations Improvements
4. Administrative Department Expansion
5. Human Resources Recruiting Expansion
6. Human Resources Employee Programs Expansion
7. Public Relations Services Development
8. Technology Operations Expansion
9. Technology Project Management Office (PMO) Expansion
10. Technology Support Ticketing System
11. Technology Applications Expansion
12. Technology Development Expansion
13. Technology Security Expansion

The Board further acknowledges that staff time and resources will be dedicated to maintaining needed levels of operations, in addition to new initiatives and

improvements, in the areas of compliance, technology, facility operations, communications and outreach, administration of the Medical Access Program, human resources, governance, procurement, and sound business and fiscal practices.

Pursuant to Chapter 281 of the Texas Health & Safety Code, the Central Health Fiscal Year 2022 Budget Sources and Uses Summary and any amendments thereto must be approved by the Travis County Commissioners Court before the budget becomes effective. Moreover, any expenditures incurred or paid pursuant to this Central Health Fiscal Year 2022 Budget shall be controlled by the Travis County Healthcare District Financial Policies, and any other policies adopted by the Board related to reserve levels or the expenditure of funds that explicitly require the Central Health Board of Managers' approval. The acquisitions and services funded by Central Health will, to the greatest extent possible, be predicated on the submission of service or business plans that measure viability, sustainability for the intended term, and value to Central Health's mission.

ADOPTED at an open meeting of the Central Health Board of Managers held on the 9th day of September 2021.

Sherri Greenberg, Chairperson

Charles Bell, Vice-Chairperson

Julie Zuniga, Treasurer

Cynthia Valadez, Secretary

Cynthia Brinson, Manager

Shannon Jones, Manager

Amit Motwani, Manager

Maram Museitif, Manager

Guadalupe Zamora, Manager