



## 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.

## **STRATEGIC PLANNING COMMITTEE MEETING**

**Wednesday, January 26, 2022 5:00 p.m.**

**(or upon adjournment of the Board of Managers Meeting)**

**Videoconference meeting<sup>1</sup>**

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

Austin Independent School District  
4000 S I-35 Frontage Rd.  
Austin, TX 78704

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

<https://meetings.ringcentral.com/j/1496578145?pwd=SWIYYmxOb1NUMIBIV3hleIA1Tm9LUT09>

Password: 458474

Members of the public may also listen and participate by telephone at:

Dial: (888) 501-0031

Meeting ID: 149 657 8145

Effective September 1, 2021, Governor Abbott has rescinded emergency waivers allowing Open Meetings to be conducted virtually. To reduce the possibility of infection as a result of attendance at in-person meetings, the Committee will 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, we strongly encourage all members of the public to observe the meeting virtually and participate in public comment, if desired, through the virtual meeting link or telephone number listed on this meeting notice. It is the intention of the Committee

to take all public testimony for this meeting at the beginning of the Board of Managers meeting at 5:00 p.m.

Members of the public who attend in person should conduct a self-assessment before coming to the building to ensure they do not have a high temperature or any symptoms of COVID-19. Anyone who is symptomatic and/or has a fever should contact their healthcare provider for further instructions. Symptomatic members of the public can still participate, if desired, through the virtual meeting link or telephone number listed on this meeting notice. Masks should be worn inside the Central Health offices and individuals should maintain proper social distancing from others. Resources related to COVID-19 can be found at the following link:

<https://www.centralhealth.net/covid-info/>.

## **AGENDA<sup>2</sup>**

1. Review and approve the minutes of the December 8, 2021 meeting of the Strategic Planning Committee. (*Action Item*)
2. Receive an update from Guidehouse, Inc. on equity-focused systems planning, including the Voice of the Community engagement findings. (*Informational Item*)
3. Confirm the next Strategic Planning Committee meeting date, time, and location. (*Informational Item*)

<sup>1</sup> Although emergency orders allowing for fully virtual meetings have expired, the Travis County area continues to have a high COVID-19 infection rate. This meeting may include one or more members 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 Austin Independent School District headquarters, 4000 S I-35 Frontage Rd, Austin, TX 78704. 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.**

<sup>2</sup> Agenda item numbers are assigned for ease of reference only and do not necessarily reflect the order of their consideration by the Committee.

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 or participate via videoconference to discuss matters on the 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 planea 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.



# CENTRAL HEALTH

CENTRAL HEALTH BOARD OF MANAGERS  
STRATEGIC PLANNING COMMITTEE

**January 26, 2022**

## **AGENDA ITEM 1**

Review and approve the minutes of the December 8, 2021 meeting of the Strategic Planning Committee. (*Action Item*)

MINUTES OF MEETING – DECEMBER 8, 2021  
CENTRAL HEALTH  
STRATEGIC PLANNING COMMITTEE

On Wednesday, December 8, 2021, a meeting of the Central Health Strategic Planning Committee convened in open session at 1:04 p.m. remotely by toll-free videoconference and in person at Central Health Administrative Offices. Clerk for the meeting was Briana Yanes.

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**Committee members present at Central Health Administrative Offices:** Chair Bell, Manager Brinson, and Manager Valadez.

**Board members present via audio and or video:** Manager Motwani, Manager Greenberg, Manager Museitif

**Absent:** Manager Jones

**PUBLIC COMMUNICATION**

**Clerk's Notes:** Public Communication began at 1:05 p.m. Yesenia Ramos announced that no speakers signed up for Public Communication.

**SUBCOMMITTEE AGENDA**

**2. Receive and discuss updates on Eastern Travis County Service Expansion.**

**Clerk's Notes:** Dr. Bell announced that Item 2 from the Eastern Crescent Subcommittee would be considered by the Strategic Planning Committee at this meeting. Discussion on this item began at 1:06 p.m.

Ms. Stephanie McDonald, VP of Enterprise Alignment and Coordination, presented updates on the Eastern Travis County Service Expansion. She explained that Central Health has entered into a contract with O'Haver Contractors for the Del Valle Health and Wellness Center general contractor. O'Haver is a San Antonio based company and have substantial healthcare, hospital, clinical, and public sector experience. Staff is in the final stages for the general contracting firm that the evaluation team selected for the Hornsby Bend Health and Wellness Center. Lastly, staff has received comments, and as of this week, submitted responses to those comments for the site development and building permits from the City of Austin.

Next, Ms. McDonald gave an update on Colony Park. She noted that the last time she presented to the Board she let them know that Central Health had agreed with the City of Austin on the terms of a purchase sale agreement for 2.28 acres in the Colony Park master development area. All terms have now been agreed to and staff is waiting for the City of Austin to send back a final version that Mike Geeslin can sign. Staff also has the draft terms from the City of Austin for the Interlocal Agreement on the infrastructure arrangement. Lastly, there is a third agreement that would allow for the partnership and the exploration of a shared use of the 2.28 acres with the City of Austin, which is still forthcoming.

After staff gets O'Haver and the other general contractor on board for the Hornsby Bend Health and Wellness Center, there will be a more definitive opening date for both of the health and wellness centers. Staff is currently targeting and on track for Spring of 2023.

## COMMITTEE AGENDA

- 1. Review and approve the minutes of the November 10, 2021 meeting of the Strategic Planning Committee.**

**Clerk's Notes:** Discussion on this item began at 1:06 p.m.

Manager Brinson moved that the Committee approve the minutes of the November 10, 2021 meeting of the Strategic Planning Committee.

Manager Valadez seconded the motion.

Chairperson Bell	For
Manager Brinson	For
Manager Jones	Absent
Manager Motwani	For
Manager Valadez	For

- 2. Receive an update from Guidehouse, Inc. on equity-focused systems planning work, including the initial draft of prioritization framework concepts and a briefing on Voice of the Community engagement activities.**

**Clerk's Notes:** Discussion on this item began at 1:16 p.m. The Guidehouse team gave an update on progress and achievements since the November 10, 2021 presentation to the Strategic Planning Committee. They then discussed the Travis County safety net needs assessment framework. Next, they gave a Voice of the Community update, which included an overview of all October and November activities. They went over preliminary themes identified that were heard in the Voice of the Community focus groups, which included transportation, patient services, resources, costs, and language/cultural barriers. Lastly, they answered questions and discussed next steps.

- 3. Receive a presentation on the results from the Central Health Enterprise 2021 Awareness and Messaging Survey.**

**Clerk's Notes:** Discussion on this item began at 2:08 p.m. Mr. Ted Burton, VP of Communications, and staff from Strop Insights, Cultural Strategies, and Belmont Icehouse presented the results for the 2021 Central Health Awareness and Messaging Survey. They noted that the Central Health Enterprise organizations perform strongly among current patients in awareness and favorability. In addition, there is an increase in awareness of Central Health among all patients compared to 2019 and an increase in awareness of Central Health among Spanish Speakers and African Americans compared to 2019.

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

Manager Brinson moved that the Committee adjourn.

Manager Valadez seconded the motion.

Chairperson Bell	For
Manager Brinson	For
Manager Jones	Absent
Manager Motwani	For
Manager Valadez	For

The meeting was adjourned at 2:53 p.m.

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Charles Bell, Chairperson - Strategic Planning Committee  
Central Health Board of Managers

ATTESTED TO BY:

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Cynthia Valadez, Secretary  
Central Health Board of Managers



# CENTRAL HEALTH

CENTRAL HEALTH BOARD OF MANAGERS  
STRATEGIC PLANNING COMMITTEE

**January 26, 2022**

## **AGENDA ITEM 2**

Receive an update from Guidehouse, Inc. on equity-focused systems planning, including the Voice of the Community engagement findings. (*Informational 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 26, 2022

Who will present the agenda item? (Name, Title) Monica Crowley, Ted Burton, Ivan Davila, Guidehouse team including Wil Murphy and Danielle Sreenivasan

General Item Description Receive an update on equity focused systems planning including: Findings of the Voice of the Community engagement assessment

Is this an informational or action item? Informational

Fiscal Impact N/A

Recommended Motion (if needed – action item) \_\_\_\_\_

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

- 1) The Guidehouse team will present to the board key findings from one of the assessments that forms the underlying basis of the upcoming Equity Focused Service Delivery Strategic Plan.
- 2) Guidehouse will present the findings of the Voice of the Community engagement assessment.
- 3) \_\_\_\_\_

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

Estimated time needed for presentation & questions? 1 hour for presentation, discussion and questions

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

Form Prepared By/Date Submitted: Monica Crowley, January 20, 2022





# Strategic Systems of Care Planning

Presented to Central Health Board of  
Managers' Strategic Planning  
Committee



CENTRAL HEALTH

January 26, 2022

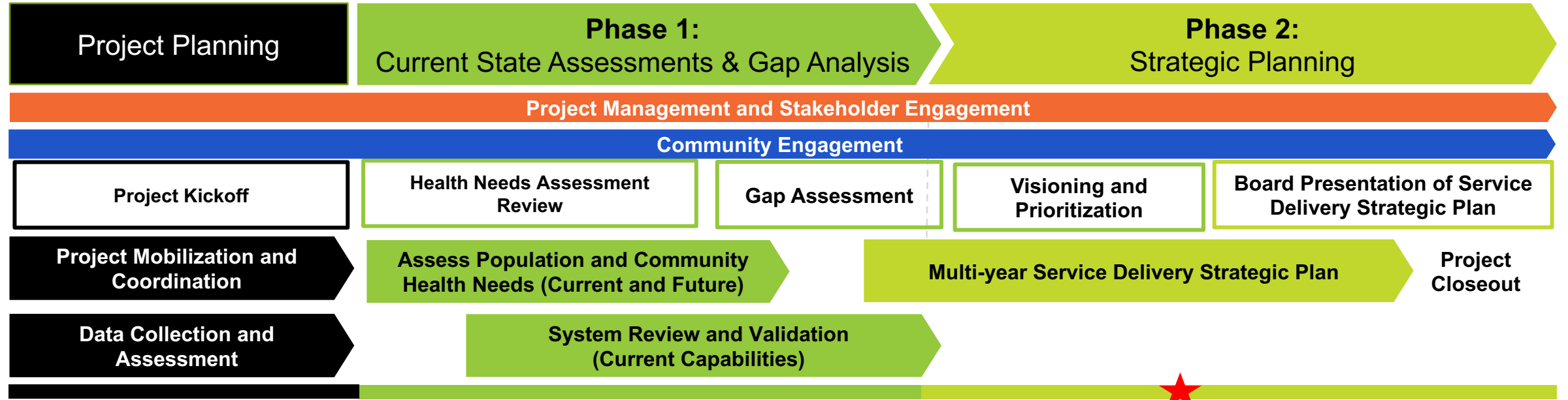
Edited and reviewed 1/24/2022

# Today's Agenda

**01** | Progress and Achievements Since Our December 8<sup>th</sup> Presentation

**02** | Voice of the Community Update

# Progress and Achievements Since the Last Presentation to the Strategic Planning Committee Meeting on December 8<sup>th</sup>



**Guidehouse and Central Health Leadership have accomplished the following:**

***We are here***

1. Weekly meetings with leadership team to coordinate on high priority items needed to continue engagement progress
2. Completed safety net community health needs assessment, capabilities and gap assessment, and conducted 3+ working sessions with Central Health leadership team to refine and enhance the Prioritization Framework; *this will be shared during our meeting today and leadership will be able to use this moving forward*
3. Conducted an In-Person Meeting with the Strategic Planning Advisory Council on 12/17, representing leaders from Ascension, CommUnityCare, Integral Care, Sendero, and UT/Dell Medical
4. Hosted a Community Conversation on 12/16, in English and Spanish, to provide an update to community members
5. Conducted 47 on-line surveys and 120 phone surveys with patients to learn about their experiences; findings to be shared in the Final Voice of the Community Report (to be shared in February)

# Voice of the community

## Special-Called Strategic Planning Committee Meeting

January 26, 2022



**Guidehouse**



CENTRAL HEALTH





# Voice of the Community

## EXECUTIVE SUMMARY

### Abbreviated

In October 2021, Central Health embarked on an equity-focused system planning initiative to develop a comprehensive, high-functioning health care safety net system in Travis County. A critical first step in the initiative was understanding the health needs of low-income residents. As a key component of the initiative, Central Health hired consultant firms Guidehouse and K Strategies to lead a community engagement process called “The Voice of the Community”.

Opinions and feedback are stratified to help explain how various parts of the community responded to the surveys, focus groups and other outreach tactics. Through the Voice of the Community engagement, a wide demographic cross section of people was reached, input gathered, and recommendations developed regarding:

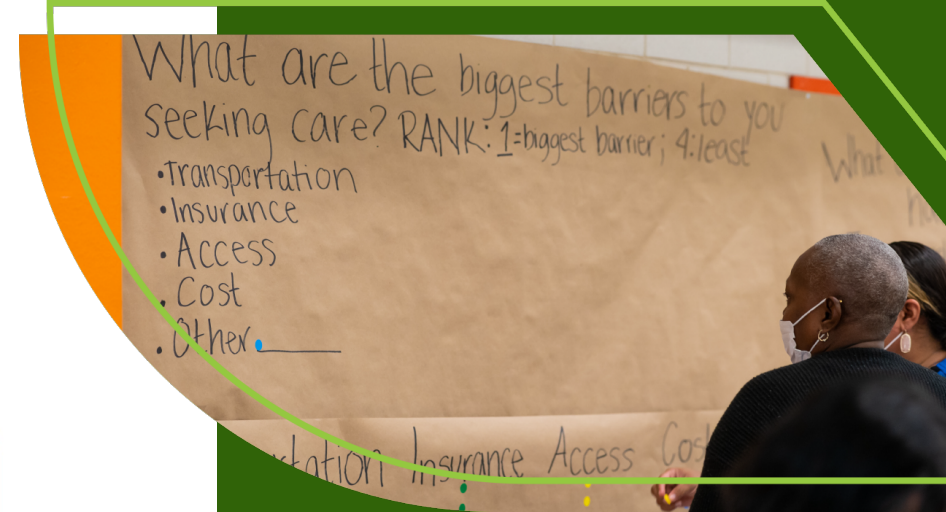
### Key Takeaways

- 1. People appreciated the opportunity to provide input.**
- 2. MAP is making a difference in members' lives.**
- 3. There's a need for additional education about benefits and resources.**
- 4. Language barriers exist when accessing and navigating the system.**
- 5. Wait time for appointments and patient-provider communication are both critical issues for patients.**



# Update: Voice of the Community

Engagement Activity



Meet the community where they are to hear from them and build strong communication relationships

*\*Community Serving Organizations*





# Recap: Voice of the Community

## Timeline

OCTOBER	NOVEMBER	DECEMBER
<p>Focus Groups</p> <ul style="list-style-type: none"><li>• Hosted an in-person dinner and lunch</li><li>• Held virtual listening sessions with advocacy groups and institutions</li><li>• Held numerous focus groups with individuals and organizations suggested by advocates groups and institutions during listening sessions</li><li>• Continued calling groups not originally available and scheduled meetings</li><li>• Stakeholder interviews</li></ul>	<p>Focus Groups</p> <ul style="list-style-type: none"><li>• Used focus group data to find gaps and schedule meetings with those not yet reached</li><li>• Held virtual calls with advocates for Black men, Asian and people experiencing homelessness</li><li>• Hosted an in-person focus group for people experiencing homelessness</li></ul>	<p>Community Conversations and Surveys</p> <ul style="list-style-type: none"><li>• Launched phone and online surveys</li><li>• Hosted two community conversations to talk about the project and provide ways to get involved</li></ul>



# Recap: Voice of the Community

The voice of the community is critical to understanding factors influencing patient access, connectedness, continuity, and trust - and improving health equity among some of our most vulnerable populations.

## *Measures of Success*

Participation from hard-to-reach populations - populations where English and Spanish are not the first language

Outreach to overcome barriers and find ways to improve health care in Travis County

Exceed Key Performance Indicators set for community engagement

A thorough understanding of the voice and health needs of the community

Strategic imperatives and activities to increase engagement of diverse populations for the future





# A cross section of comments from participants led to five areas of findings

## VOICE OF THE COMMUNITY

### *Findings shared*

### *Groups that participated*

1. People appreciated the opportunity to provide input.
2. MAP is making a difference in members' lives.
3. There's a need for additional education about benefits and resources.

4. Language barriers exist when accessing and navigating the system.
5. Wait time for appointments and patient-provider communication are both critical issues for patients.

- Current and former MAP / MAP Basic members
- Community Serving Organizations speaking on behalf of patients
- Travis County Residents not enrolled in MAP / MAP B
- Community Advocacy Groups
- Institutions



# 300+ current and potential patients participated in conversations about their health care experiences

## Types of Participants Engaged

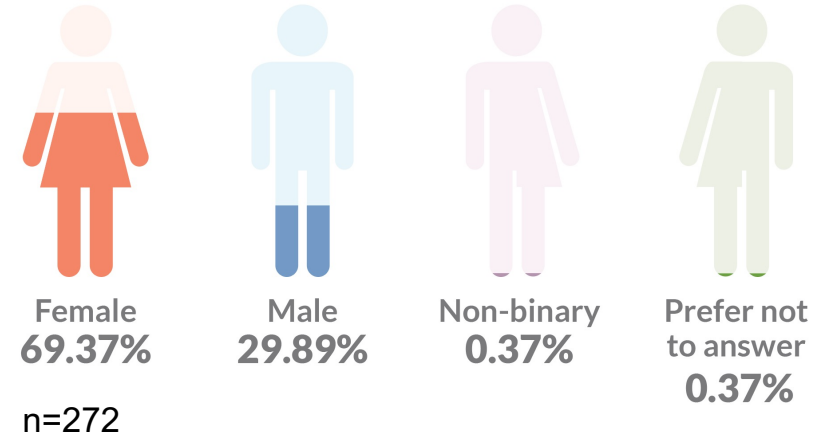
- MAP / MAP BASIC Members (n=186)
- Low-income residents of Travis County not currently served by Central Health
- Vulnerable populations (e.g. people experiencing homelessness)

In-Person and Virtual Focus Groups	105
Phone Surveys	120
Online Surveys	47
Community Conversations*	48

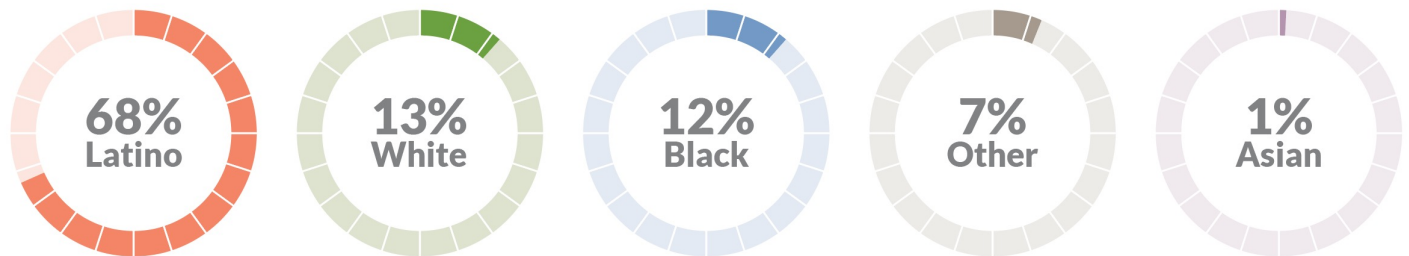
\* Demographic Data Not Available

**320**  
PARTICIPANTS

### Responses by Gender



### Responses by Race



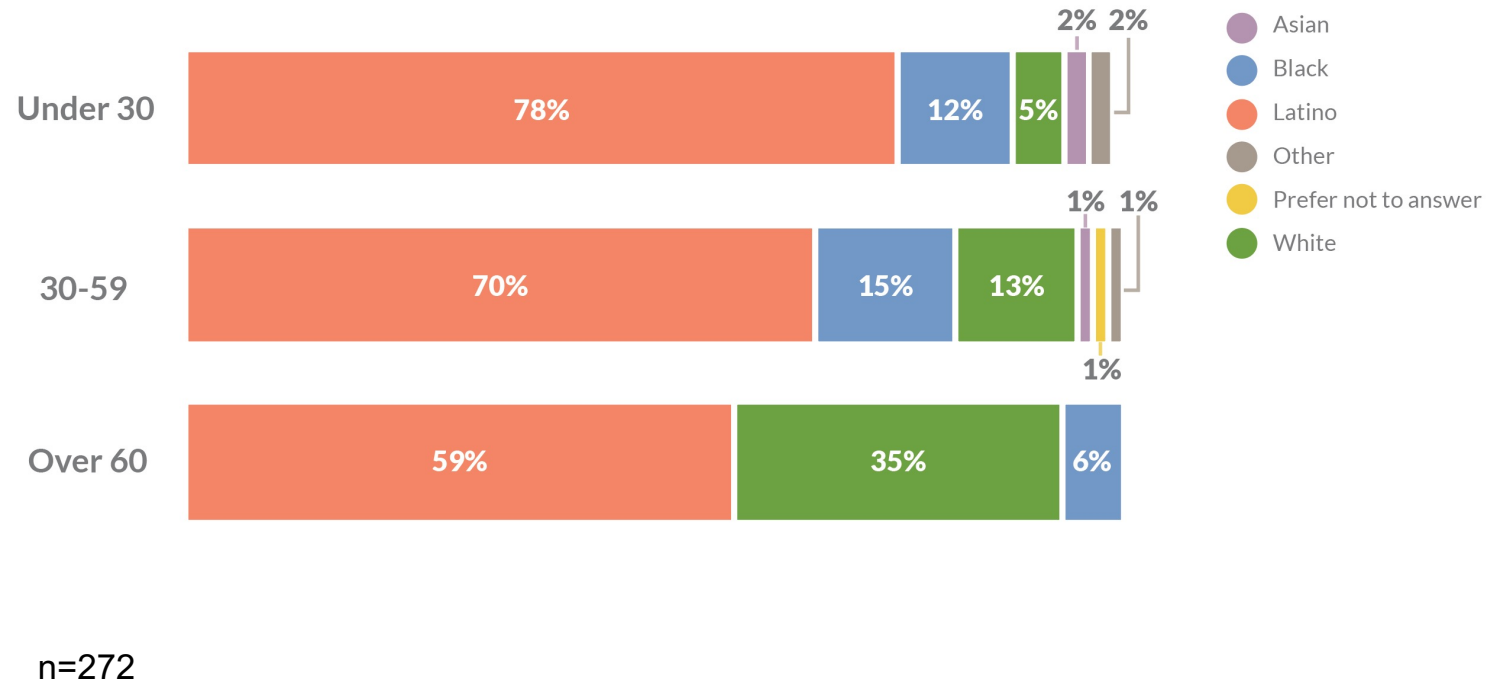
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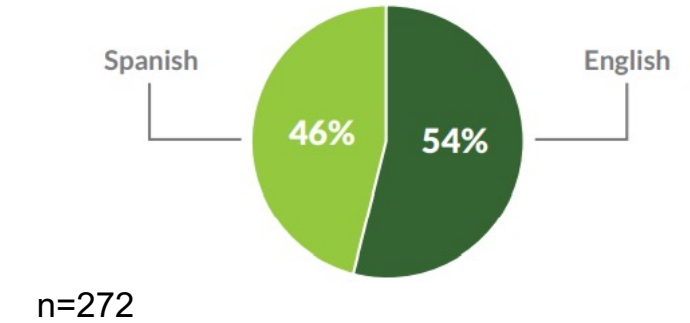
# Update: Voice of the Community

*We used different tactics to reach a diverse cross section of people in Travis County*

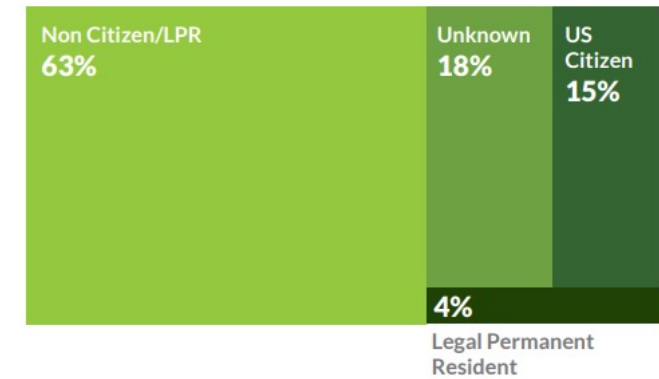
## Age / Race



## Primary Language



## Citizenship status



Online and Telephone Survey Respondents only; n=167

# We took a deep dive into key communities and discovered ways Central Health can help improve their health

## *Conversations with Asian, Latino, African American and Unhoused Participants*

- All groups expressed the need for preventive education and resources related to chronic disease and mental health.
- All groups expressed a need for more partnerships between the community and medical services to help families access medical care and support each other in becoming healthier.

*“Thank you for caring about the people and treating us like people, not numbers”*



## Unique Findings / Needs and Gaps

### Feedback from Latinos in our Focus Groups

- Desire for more education regarding prevention programs and resources
- Need for alliance in helping to solve larger social and political issues in accessing health care
- Calls for compassionate relationships that deeply look at and understand the culture, geographic challenges, and language opportunities to better connect with the marginalized populations in this community

### Feedback from African Americans in our Focus Groups

- Emphasis on patient experience before, during and after doctor visits
- Share more information on chronic disease, nutrition, and mental health
- Desire opportunities to partner with families, churches and organizations to build education and outreach programs for African American men and to teach families how to help them maintain consistent care and seek more frequent medical attention

## Unique Findings / Needs and Gaps

### Feedback from Asian Advocacy Focus Group

- Language barriers may be reduced by building stronger communication systems that translate documents and diagnosis in the native language of patients
- Patient-serving organizations in this community go the extra mile providing rides, assistance with diagnosis and even helping patients pick up prescriptions
- Patients served are older, do not speak English, and require assistance navigating all steps to accessing medical care
- Seek to work with Central Health on preventive workshops at churches and in the community to help improve health of the community

### Feedback from 1:1 Interviews with Unhoused People

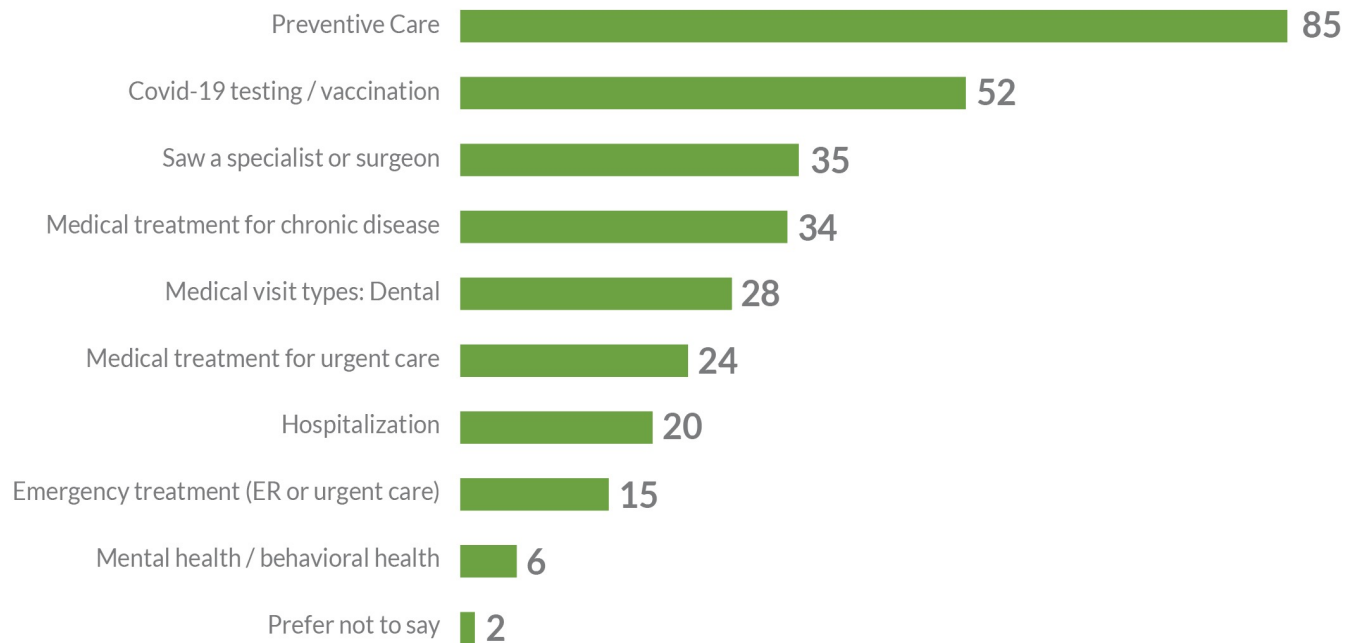
- Community partnerships provide structure, access to information and resources that help people living in transition
- Churches have a unique position because of location and in partnership with medical providers can be great spaces where unhoused people can consistently connect with needed resources
- Most respondents were current or former MAP members and are able to access the program because of the church

*The conversation with unhoused people was pivotal because it showed a unique model where people in transition can receive health care and hope.*

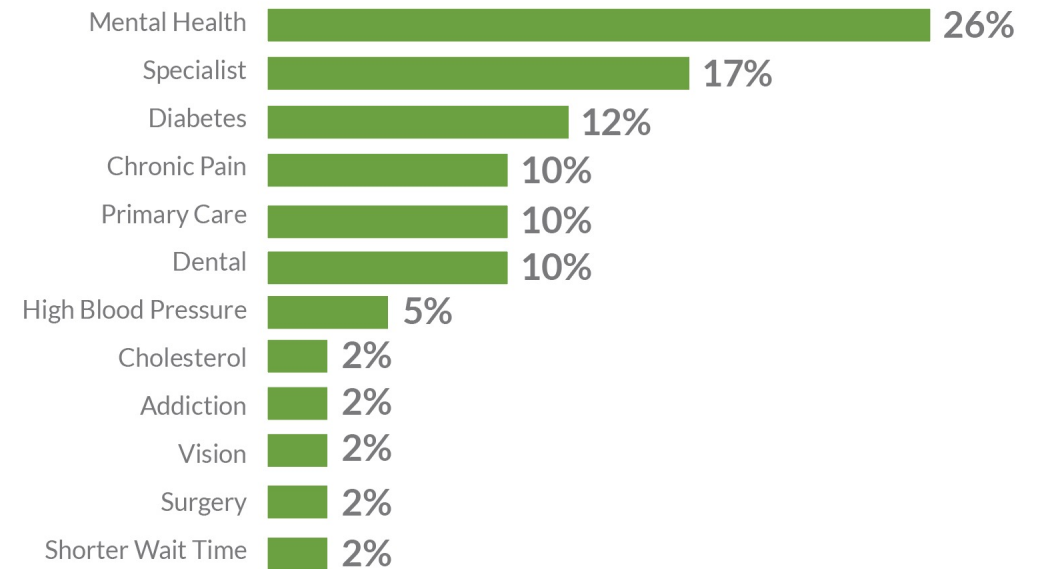


# Respondents were asked questions to help determine reasons why they seek medical care

Types of medical visits in the past year (Current MAP/MAP Basic members - Total # of responses)



Question: What is your greatest health need that has not been met? (In-Person Focus Groups)





# Update: RECOMMENDATIONS AND SUMMARY

*MAP and other resources can help patients access care and improve their quality of life*

## CONNECTING TO THE COMMUNITY

- Increasing the number of relationships with churches, community serving organizations, advocates and institutions will educate the communities on resources, programs, healthy living and care.
- Regular community discussions (in-person, at churches and local facilities or virtual) will build community awareness and trust for Central Health.

*Over and over, patients and organizations thanked the team for listening to them and praised the impact MAP and Central Health have had on their lives.*





# Update: RECOMMENDATIONS AND SUMMARY

*MAP and other resources can help patients access care and improve their quality of life*

## UNDERSTANDING PATIENT NEEDS

- Specialty care with comprehensive appointments is needed by the patients. Challenges related to scheduling an appointment is one of the topics most often mentioned related to the patient experience.
- Increasing MAP and MAP BASIC access will provide some members of the community a chance to improve their quality of life.
- Ongoing discussion will be important to identify the best way to help patients with transportation needs.
- Cultural competence and more resources to communicate medical information across multiple cultures is a critical part of serving the communities.



# Update: RECOMMENDATIONS AND SUMMARY

*MAP and other resources can help patients access care and improve their quality of life*

## UNDERSTANDING PATIENT NEEDS

- During the engagement, wives, sisters and other family members shared concern for the low number of men seeking medical care.
- Patients and advocates repeatedly shared the need to help patients feel welcome and understood.
- Convenience in scheduling appointments and direct communication between clinical providers and patients are critical needs.
- A better understanding of chronic disease and other patient services is important to this community.
- Patients were delighted to participate in events and were extremely interested in learning more about health coverage benefits and accessing community resources.



# Update: Voice of the Community

## Next Steps

### 1 FORMAL REPORT

- Report delivery to CH leadership 02/09

### 2 INCORPORATE/COMMUNICATE

- Recommendations incorporated into service delivery strategic plan
- Additional communication of findings to the community

### 3 SUPPORT FOR ONGOING WORK

- Coordinate with CH Communications / Engagement about ongoing outreach initiatives

**CENTRAL HEALTH**

**VOICE OF THE COMMUNITY**

1 2 3 4

Guidehouse

Central Health Equity-focused Systems Planning Initiative: Voice of the Community Summary

KK STRATEGIES

# Questions



# Voice of the Community: Participating Organizations





# Group 1: Patients and Community Serving Organizations

## Participating Organizations

CommUnityCare		Center for Health Empowerment		SAFE	
Lone Star Circle of Care		Lifeworks		The Other Ones	
People's Community Clinic		AGE of Central Texas		Texas Harm Reduction Alliance	
Integral Care		Community First! Village		Central Health	
ECHO (Ending Community Homeless Coalition)		Caritas		HACA (Housing Authority of the City of Austin)	
Salvation Army		NAMI of Central Texas (National Alliance on Mental Illness)		El Buen Samaritano	
Foundation Communities		Central Texas Food Bank		Planned Parenthood	






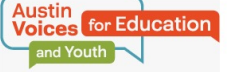















\* These organizations have been identified, but we recognize it is not representative of all groups in Travis County





# Group 2: Community Groups Advocating for Patients

## Participating Organizations


















<b>Latino Healthcare Forum</b> 	<b>Community Resilience Trust</b> 	<b>Go Austin, Vamos Austin! (GAVA)</b> 
<b>Alliance for African American Health in Central Texas</b> 	<b>Asian Family Support Services of Austin</b> 	<b>Austin Voices for Education &amp; Youth</b> 
<b>Black Leaders Collective</b> 	<b>PODER Austin</b> 	<b>El Buen Samaritano</b> 
<b>Austin Asian Community Health Initiative</b> 	<b>Texas AFL-CIO</b> 	<b>Austin Latino Coalition</b> 
<b>Minorities for Equality in Economy Education Liberty and Justice (MELJ)</b> 	<b>CHEP-Council</b> 	<b>Quality of Life Commissions</b> 
<b>HEALTH   Equitable Cities</b>	<b>Health Champions</b> 	<b>Colony Park Neighborhood Association</b> 
<b>Community Coalition for Health</b> 	<b>Refugee Services of Texas</b> 	<b>Hornsby Bend Community Advocate</b>
<b>Texas Anti-Poverty Project Community Advisory Committee</b>	<b>Middle East Outreach Council (MEOC)</b> 	<b>Del Valle Community Coalition</b> 

\* These organizations have been identified, but we recognize it is not representative of all groups in Travis County



# Group 3: Institutions

## Participating Organizations

Organizations					
United Way		Harmony (Charter School)		Del Medical School at UT	
Austin Independent School District		IDEA (Charter School)		Travis County HHS	
Pflugerville Independent School District		KIPP (Charter School)		City of Austin APH	
Del Valle Independent School District		CAP Metro		Concordia University	
Manor Independent School District		Austin Community College		St. Edwards University	
Leander Independent School District		Huston-Tillotson University			

\* These organizations have been identified, but we recognize it is not representative of all groups in Travis County





# CENTRAL HEALTH

CENTRAL HEALTH BOARD OF MANAGERS  
STRATEGIC PLANNING COMMITTEE

**January 26, 2022**

## **AGENDA ITEM 3**

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