



# 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.

*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.

## **BOARD OF MANAGERS MEETING Wednesday, October 25, 2023, 3:00 p.m. Or immediately following the Executive Committee Meeting**

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

### **A quorum of the Board 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/82564473245?pwd=mcbgHDHYDc55osYLL7BZWnKj04oHhR.1>

Meeting ID: 825 6447 3245

Passcode: 867861

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

<https://www.youtube.com/watch?v=K6GRRRe1EA7k>

Or to participate by telephone only:

Dial: (346) 248 7799

Meeting ID: 825 6447 3245

Passcode: 867861

The Board may meet via videoconference with a quorum present in person and will allow public participation via videoconference and telephone as allowed under the Open Meetings Act. Although a quorum of the Central Health Board will be physically present at the location posted in the 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 each meeting notice.

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 each meeting notice. Resources related to COVID-19 can be found at the following link <https://www.austintexas.gov/covid19>.

A member of the public who wishes to make comments virtually during Public Communication for the Board of Managers meeting or the Executive Committee meeting must properly register with Central Health **no later than 1:30 p.m. on October 25, 2023**. 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. Please leave a voice message with your full name and your request to comment via telephone at the meeting; with the name of the meeting at which you wish to speak; 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.

## **CONSENT AGENDA**

All matters listed under the CONSENT AGENDA will be considered by the Board of Managers to be routine and will be enacted by one motion. There will be no separate discussion of these items unless members of the Board request specific items be moved from the CONSENT AGENDA to the REGULAR AGENDA for discussion prior to the vote on the motion to adopt the CONSENT AGENDA.

- C1. Approve the minutes of the Central Health Board of Managers August 30, September 6, and September 25, 2023 meetings.
- C2. Receive and ratify Central Health Investments for September 2023.
- C3. Approve an Interim President & CEO, as recommend by the ad hoc Succession Committee.
- C4. Approve the procedures and timeline to be used by the Appointments Committee to solicit, evaluate, and recommend candidates for new appointments and reappointments to outside boards and committees as discussed and amended in the ad hoc Appointments Committee.
- C5. Approve the steps to be followed by the Appointments Committee to submit a recommendation to the Central Health Board of Managers for a candidate to be appointed to outside boards and committees as discussed and amended in the ad hoc Appointments Committee.
- C6. Approve the minimal experience criteria of the candidates being considered for new appointments as recommended by the ad hoc Appointments Committee.
- C7. Approve action on an update on Sendero Health Plans financials and proposed FY 2024 Central Health funding plan of certain Sendero Health Plans claims and administrative costs, as recommend by the Budget and Finance Committee.

- C8. Approve action on revisions to the Central Health Amended and Restated Bylaws, as recommended by the ad hoc Policy & Bylaws Committee.

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

1. Receive the Performance Tracking Plan and Key Performance Indicators (KPIs) as part of the Board adopted Healthcare Equity Implementation Plan. (*Informational Item*)
2. Receive and discuss an update on the Central Health and Integral Care collaboration.<sup>3</sup> (*Informational Item*)
3. Discuss and take appropriate action on Central Health owned or occupied real property and potential property for acquisition, lease, or development in Travis County, including pending issues and next steps in the redevelopment of the Central Health Downtown Campus, administrative offices of Central Health Enterprise partners, and new developments in Eastern Travis County.<sup>3, 4</sup> (*Action Item*)
4. Discuss updates on matters related to a Performance Review contracted by Travis County, including delegations to the President & CEO to execute necessary agreements between Central Health and Travis County, and Mazars USA.<sup>3</sup> (*Informational Item*)
5. Receive and discuss a briefing regarding *Travis County Healthcare District d/b/a Central Health v. Ascension Texas f/k/a Seton Healthcare Family*, Cause No. D-1-GN-23-000398.<sup>3</sup> (*Informational Item*)
6. Receive and discuss a briefing regarding *Birch, et al. v. Travis County Healthcare District d/b/a Central Health and Mike Geeslin*, Cause No. D-1-GN-17-005824 in the 345<sup>th</sup> District Court of Travis County.<sup>3</sup> (*Informational Item*)
7. Confirm the next regular Board meeting date, time, and location. (*Informational Item*)

### Notes:

- <sup>1</sup> This meeting may include one or more members of the Board of Managers participating by videoconference. It is the intent of the presiding officer to be physically present and preside over the meeting at Central Health Administrative Offices, 1111 E. Cesar Chavez, Austin, TX 78702, Board Room. This meeting location will be open to the public during the open portions of the meeting, and any member participating by videoconference shall be both visible and audible to the public 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> The Board of Managers 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 Board announces that the item will be considered during a closed session.
- <sup>3</sup> Possible closed session discussion under Texas Government Code §551.071 (Consultation with Attorney).
- <sup>4</sup> Possible closed session discussion under Texas Government Code §551.072 (Deliberation Regarding Real Property).

A recording of this meeting will be made available to the public through the Central Health website ([www.centralhealth.net](http://www.centralhealth.net)) as soon as possible after the meeting.

Any individual with a disability who plans to attend this meeting and requires auxiliary aids or services should notify Central Health at least 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.

## **Central Health Board of Managers Shared Commitments** **Agreed adopted on June 30, 2021**

Whereas, the Board of Managers of Central Health has come together as a governing body to ensure the Vision of Central Health: Central Texas is a model health Community;

Whereas, the Board of Managers of Central Health bring this vision into reality by enacting the mission of caring for those who need it most and thereby improving the health of our community;

Whereas, the Board of Managers of Central Health achieves excellence toward this vision and mission through the stated values of Stewardship, Innovation, Respect, and Collaboration;

Whereas, the Board of Managers of Central Health further known as we in this document understand that systemic racism is the root of health inequities that emerge from a history of racism in Texas including Travis County that contributes to the social determinants of health that play a primary role in producing inequitable health outcomes;

Whereas, as an organization, Central Health is anti-racist and committed to a diverse and inclusive culture that seeks equity and social justice in the pursuit of its mission:

1. We Commit to informing all of our actions as Board Managers with the understanding that we are accountable to recognizing and to interrupting systems of oppression. This includes understanding the power structure in the United States, and Texas, and Travis County, that advantages certain community members and has historically disadvantaged other community members based on the color of their skin, race, ethnicity, language, and/or other characteristics. We further understand that to disrupt this power structure and the health inequities it produces, we must collaborate to collectively respond to the lived realities of all ethnicities, races, and identities disadvantaged within this system and all historically oppressed identities and communities disadvantaged within this system. We Commit to understanding that when disadvantaged communities compete against each other, we all lose in this system, and the only way forward is to work together for the benefit of all oppressed communities collectively.
2. We Commit to a model of Generative Leadership which requires us to understand and practice collaboration and accountability demonstrated by following our agreed upon meeting procedures and ensuring all members have the opportunity for comparable speaking time. We further Commit to intentionality prior to speaking including: considering: what is the goal of what I

want to share; is this the right time to share it; and is this in keeping with our collective goal for this particular moment within this particular meeting?

3. We Commit to Generative Conflict which includes engaging in disagreements and differences in perspective in a way that deepens relationships and trust by expanding knowledge and understanding of each other, including expecting our ideas to be expanded and enriched by learning and engaging with other Board Manager ideas, choosing curiosity over competition of ideas, and anchoring our conversations in our common purpose.
4. We Commit to practicing emotional intelligence as leaders which includes being aware of our own emotions and reactions and managing them, as well as being aware of our impact on others and managing this impact for the collective good when we are in our role as Board Managers.
5. We Commit to being aware of our own privileges and advantages in the sociopolitical and economic structure of the United States, Texas, and Travis County to use these for the benefit of interrupting inequities across historically disadvantaged identities.
6. We Commit to preventing the commission of microaggressions through the awareness of the history and oppression of diverse identities and communities. To this end, we Commit to strive to learn the historical context informing the lived realities of all historically oppressed identities and communities, and to use this to prevent use of language and commission of actions that can be harmful given these histories.
7. If we inadvertently commit a microaggression, we strive to immediately become aware on our own of the harm we have caused. If another Board Manager generously helps us become aware of a microaggression we have committed we welcome the support in our learning and growing process as a leader and immediately express appreciation for having made us aware, own the mistake we have made, acknowledge the impact of the harm we have caused, and engage repair through apology and the articulation of what we will do to avoid the repetition of such harm in the future.
8. If we observe one of our fellow Board Managers commit a microaggression, we Commit to calling them in by letting them know in a respectful and kind manner of the mistake that has been made.
9. We understand that many of us, as survivors of historically oppressed identities and communities, carry internalized narratives of oppression, and we can inadvertently express these oppressions against others in ways that cause harm and we Commit to the same process identified in 7 and 8 to engage repair and return to generative collaborative processes.
10. We understand that even without the history of oppression potentiating the weight of harm, expressions of prejudice and rudeness can also cause harm to our shared aims, and we Commit to the same process identified in 7 and 8 to engage repair and return to generative collaborative processes.

11. We Commit to using our Racial and Social Justice Framework (next page) for decision-making as we work together for the collective good of our communities as we eradicate health inequities and create a model healthy community.
12. We understand that we are entrusted with a vital responsibility for our communities and are accountable stewards for the time and resources available to our Board of Managers. We understand that these commitments are entered into to ensure responsible stewardship of this time and resources through generative collaborative processes to reach our vision and mission and we agree that if we do not follow any one of these commitments we welcome our Board Manager colleagues to bring this to our attention through the agreed upon process reflected here and when this occurs, we commit to immediately acknowledging the mistake and engaging in a repair and correction process as indicated in these commitments so that our work to dismantle systemic racism and resulting barriers and achieve health equity can move forward.

Be it adopted that the above agreements will be honored and acted upon by each Board Manager as of 6/30/2021 and henceforth forward as indicated by signature below.

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Board Manager Signature

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Date

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Board Manager Printed Name

# Calling In and Repairing Harm

## Calling In after Harm in Groups with Shared Values and Aims Stance

Hey, this thing you said/did hurt some folks or could hurt some folks.

A) Here's why that can be hurtful or,

B) Please do some research to learn the history of why that's hurtful.

Implied message: I know you are good and are on this journey with us and we are all going to make mistakes as we unlearn things.

## Calling In after Harm in Groups with Shared Values and Aims Sample Language

- I know it wasn't your intention, but what you just said minimizes the horror of \_\_\_\_\_ e.g. the history of racism, enslavement, the holocaust, etc.
- I know it wasn't your intention but what you just said has the impact of implying that \_\_\_\_\_ are not competent or as intelligent as others.
- What you just said suggests that \_\_\_\_\_ people don't belong.
- That phrase has been identified as being disrespectful and painful to \_\_\_\_\_ people and it's important that we not use it.
- Oh, I have also used that term, but I have now learned that when we use it we are leaving out people who \_\_\_\_\_ or we are implying that \_\_\_\_\_ and the word people are learning to use now is \_\_\_\_\_.
- The term used now by people living with that identity is \_\_\_\_\_.

## Repairing Harm after Microaggressions, Mistakes, and expressions of Prejudice

- Own / Name it
- Recognize the Impact
- Apologize (Do not share context or explanations)
- Make any amends that are possible
- State what you are going to do to learn and do better in the future.

Sample Language: Thank you so much for letting me know. You are right, I used this term or said that phrase and realize that it has the impact of minimizing the experience of \_\_\_\_\_ or implying that \_\_\_\_\_. I am deeply sorry and will practice learning the correct language and will research and learn more about this to ensure that I do not make this mistake and cause this harm in the future.



# RACIAL and SOCIAL JUSTICE FRAMEWORK

## Values and Anti-Racism/Anti-Oppression

- Is this consistent with our values?
- Are we taking steps so we cannot predict outcomes by race and other systemically disadvantaged characteristics?

## Intentional and Accountable Storytelling

- What data are we using and has it been disaggregated by race? What is the source of the data? Who is it making visible and invisible? Whose experience is being centralized and whose is being marginalized in the data? Does the way we are using the data reflect the complexity of the issues and reflect the issues accurately?
- What are the stories and narratives we are telling? What is the purpose? Who is interpreting the meaning? Who's it meant for? Who's impacted and how?
- Are we refusing to be ahistorical? Are we fully considering history and the impacts of the historical context?

## Power Analysis

- What are the power dynamics in this situation? What are the intersecting spheres of oppression at work in this situation?
- What are the cultural norms of white supremacy at work in this situation?
- Who would benefit and who would be harmed by this action/decision?
- Does this interrupt/disrupt or collude with/reinforce oppressive systems/power structures?
- If this is attempting a solution, where are we locating the problem?
- Does the solution/strategy we are proposing change the system or the individual?
- Who are we asking to change and why?

## Relationships

- Who is in the room and who isn't and why? Who is sharing and who is not and why?
- Whose perspective is represented/who is left out? And who is doing the representing? Who do we believe, who do we find credible? Why? Why not?
- Whose experience is being centralized and whose experience is being marginalized? Who is gazing and who is being gazed upon?
- Are we boldly leading toward our racial justice aim by building a broad coalition of support?
- Are we operating from a similar/shared understanding of anti-racism work? Do we have a shared anti-racist understanding of where the problem is located and a shared anti-racist theory of change to generate a solution? Have we agreed upon a shared goal?



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*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.

**BOARD MEETING**

**October 25, 2023**

**AGENDA ITEM C1**

Approve the minutes of the Central Health Board of Managers August 30, September 6, and September 25, 2023 meetings.



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**BOARD MEETING**

**October 25, 2023**

**AGENDA ITEM C2**

Receive and ratify Central Health Investments for September 2023.

STATE OF TEXAS

COUNTY OF TRAVIS

CENTRAL HEALTH

Whereas, it appears to the Board of Managers of the Central Health, Travis County, Texas that there are sufficient funds on hand over and above those of immediate need for operating demand,

Now, Therefore, the Board of Managers hereby orders

- 1.) that the County Treasurer of Travis County, Texas, acting on behalf of Central Health, execute the investment of these funds in the total amount of \$26,522,387.52 in legally authorized securities as stipulated in the Travis County Healthcare District Investment and Collateral Policy for the periods as indicated in Attachment A, which consists of 10 pages.
- 2.) that the County Treasurer, acting on behalf of Central Health, take and hold in safekeeping all individual security investment instruments, relinquishing same only by order of the Board of Managers or for surrender at maturity.

Date: October 25, 2023

\_\_\_\_\_  
CHAIR, BOARD OF MANAGERS

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VICE CHAIR, BOARD OF MANAGERS

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MANAGER

CENTRAL HEALTH  
INVESTMENT DEPARTMENT  
SECURITY TRANSACTION FORM

DATE: 9/1/2023

TIME: 10:30

The following transaction was executed on behalf of Central Health:

DESCRIPTION:	<u>Texas Daily</u>	FUND NAME:	<u>CENTRAL HEALTH</u>
PAR VALUE:	<u>10,416.00</u>	SAFEKEEPING NO:	<u>N/A</u>
CPN/DISC RATE:	<u>N/A</u>	PRICE:	<u>100%</u>
MATURITY DATE:	<u>N/A</u>	BOND EQ. YIELD:	<u>0.0000%</u>
PRINCIPAL:	<u>10,416.00</u>	PURCHASED THRU:	<u>Texas Daily</u>
ACCRUED INT:	<u>N/A</u>	BROKER:	<u>N/A</u>
TOTAL DUE:	<u>10,416.00</u>	CUSIP #:	<u>N/A</u>
TRADE DATE:	<u>9/1/2023</u>	SETTLEMENT DATE:	<u>9/1/2023</u>

AUTHORIZED BY:

  
CASH/INVESTMENT MANAGER

CENTRAL HEALTH  
INVESTMENT DEPARTMENT  
SECURITY TRANSACTION FORM

DATE: 9/1/2023

TIME: 10:30

The following transaction was executed on behalf of Central Health:

DESCRIPTION:	Texas Daily	FUND NAME:	CENTRAL HEALTH
PAR VALUE:	4,025.00	SAFEKEEPING NO:	N/A
CPN/DISC RATE:	N/A	PRICE:	100%
MATURITY DATE	N/A	BOND EQ. YIELD:	0.0000%
PRINCIPAL:	4,025.00	PURCHASED THRU:	Texas Daily
ACCRUED INT:	N/A	BROKER:	N/A
TOTAL DUE:	4,025.00	CUSIP #:	N/A
TRADE DATE:	9/1/2023	SETTLEMENT DATE:	9/1/2023

AUTHORIZED BY:

  
CASH/INVESTMENT MANAGER

CENTRAL HEALTH  
INVESTMENT DEPARTMENT  
SECURITY TRANSACTION FORM

DATE: 9/5/2023

TIME: 10:30

The following transaction was executed on behalf of Central Health:

DESCRIPTION:	TexasDaily	FUND NAME:	CENTRAL HEALTH
PAR VALUE:	18,750.00	SAFEKEEPING NO:	N/A
CPN/DISC RATE:	N/A	PRICE:	100%
MATURITY DATE	N/A	BOND EQ. YIELD:	5.3300%
PRINCIPAL:	18,750.00	PURCHASED THRU:	TexasDaily
ACCRUED INT:	N/A	BROKER:	N/A
TOTAL DUE:	18,750.00	CUSIP #:	N/A
TRADE DATE:	9/5/2023	SETTLEMENT DATE:	9/5/2023

AUTHORIZED BY:

  
CASH/INVESTMENT MANAGER

CENTRAL HEALTH  
INVESTMENT DEPARTMENT  
SECURITY TRANSACTION FORM

DATE: 9/7/2023

TIME: 10:30

The following transaction was executed on behalf of Central Health:

DESCRIPTION:	TexasDaily	FUND NAME:	CENTRAL HEALTH
PAR VALUE:	87,000.00	SAFEKEEPING NO:	N/A
CPN/DISC RATE:	N/A	PRICE:	100%
MATURITY DATE	N/A	BOND EQ. YIELD:	5.3300%
PRINCIPAL:	87,000.00	PURCHASED THRU:	TexasDaily
ACCRUED INT:	N/A	BROKER:	N/A
TOTAL DUE:	87,000.00	CUSIP #:	N/A
TRADE DATE:	9/7/2023	SETTLEMENT DATE:	9/7/2023

AUTHORIZED BY:

  
CASH/INVESTMENT MANAGER



CENTRAL HEALTH  
INVESTMENT DEPARTMENT  
SECURITY TRANSACTION FORM

DATE: 9/13/2023

TIME: 10:30

The following transaction was executed on behalf of Central Health:

DESCRIPTION:	TexasDaily	FUND NAME:	CENTRAL HEALTH
PAR VALUE:	279,500.00	SAFEKEEPING NO:	N/A
CPN/DISC RATE:	N/A	PRICE:	100%
MATURITY DATE	N/A	BOND EQ. YIELD:	5.3300%
PRINCIPAL:	279,500.00	PURCHASED THRU:	TexasDaily
ACCRUED INT:	N/A	BROKER:	N/A
TOTAL DUE:	279,500.00	CUSIP #:	N/A
TRADE DATE:	9/13/2023	SETTLEMENT DATE:	9/13/2023

AUTHORIZED BY:

Deborah A. Lauder milk  
CASH/INVESTMENT MANAGER

CENTRAL HEALTH  
INVESTMENT DEPARTMENT  
SECURITY TRANSACTION FORM

DATE: 9/13/2023

TIME: 11:30 AM

The following transaction was executed on behalf of Central Health:

DESCRIPTION:	TexasTERM "SEP 24"	FUND NAME:	CENTRAL HEALTH OPERATING
PAR VALUE:	\$ 10,000,000.00	SAFEKEEPING NO:	P 31317
COUPON RATE: (DISCOUNT)	5.890%	PRICE:	100.0000000
MATURITY DATE:	9/9/2024	US TREASURY CONVENTION YLD	5.8900%
PRINCIPAL:	\$ 10,000,000.00	PURCHASED THROUGH:	TEXASDAILY
ACCRUED INT:	\$ 0.00	BROKER:	N/A
TOTAL DUE:	\$ 10,000,000.00	CUSIP #:	TXTERMCP90924
TRADE DATE:	9/13/2023	SETTLEMENT DATE:	9/15/2023

AUTHORIZED BY:

*Deborah A. Lauder milk*

CENTRAL HEALTH  
INVESTMENT DEPARTMENT  
SECURITY TRANSACTION FORM

DATE: 9/18/2023

TIME: 10:30

The following transaction was executed on behalf of Central Health:

DESCRIPTION:	TExDaily	FUND NAME:	CENTRAL HEALTH
PAR VALUE:	35,000.00	SAFEKEEPING NO:	N/A
CPN/DISC RATE:	N/A	PRICE:	100%
MATURITY DATE	N/A	BOND EQ. YIELD:	5.3600%
PRINCIPAL:	35,000.00	PURCHASED THRU:	TExDaily
ACCRUED INT:	N/A	BROKER:	N/A
TOTAL DUE:	35,000.00	CUSIP #:	N/A
TRADE DATE:	9/18/2023	SETTLEMENT DATE:	9/18/2023

AUTHORIZED BY:



CASH/INVESTMENT MANAGER

CENTRAL HEALTH  
INVESTMENT DEPARTMENT  
SECURITY TRANSACTION FORM

DATE: 9/25/2023

TIME: 10:30

The following transaction was executed on behalf of Central Health:

DESCRIPTION:	<u>TexDaily</u>	FUND NAME:	<u>CENTRAL HEALTH</u>
PAR VALUE:	<u>22,000.00</u>	SAFEKEEPING NO:	<u>N/A</u>
CPN/DISC RATE:	<u>N/A</u>	PRICE:	<u>100%</u>
MATURITY DATE	<u>N/A</u>	BOND EQ. YIELD:	<u>5.3500%</u>
PRINCIPAL:	<u>22,000.00</u>	PURCHASED THRU:	<u>TexDaily</u>
ACCRUED INT:	<u>N/A</u>	BROKER:	<u>N/A</u>
TOTAL DUE:	<u>22,000.00</u>	CUSIP #:	<u>N/A</u>
TRADE DATE:	<u>9/25/2023</u>	SETTLEMENT DATE:	<u>9/25/2023</u>

AUTHORIZED BY

  
CASH INVESTMENT MANAGER

CENTRAL HEALTH  
INVESTMENT DEPARTMENT  
SECURITY TRANSACTION FORM

DATE: 9/25/2023

TIME: 10:30

The following transaction was executed on behalf of Central Health:

DESCRIPTION:	<u>TexPool</u>	FUND NAME:	<u>CENTRAL HEALTH</u>
PAR VALUE:	<u>15,244,850.39</u>	SAFEKEEPING NO:	<u>N/A</u>
CPN/DISC RATE:	<u>N/A</u>	PRICE:	<u>100%</u>
MATURITY DATE:	<u>N/A</u>	BOND EQ. YIELD:	<u>5.3500%</u>
PRINCIPAL:	<u>15,244,850.39</u>	PURCHASED THRU:	<u>TexPool</u>
ACCRUED INT:	<u>N/A</u>	BROKER:	<u>N/A</u>
TOTAL DUE:	<u>15,244,850.39</u>	CUSIP #:	<u>N/A</u>
TRADE DATE:	<u>9/25/2023</u>	SETTLEMENT DATE:	<u>9/25/2023</u>

AUTHORIZED BY:

  
CASH/INVESTMENT MANAGER

CENTRAL HEALTH  
INVESTMENT DEPARTMENT  
SECURITY TRANSACTION FORM

DATE: 9/26/2023

TIME: 10:30

The following transaction was executed on behalf of Central Health:

DESCRIPTION:	<u>TexPool</u>	FUND NAME:	<u>CENTRAL HEALTH</u>
PAR VALUE:	<u>820,846.13</u>	SAFEKEEPING NO:	<u>N/A</u>
CPN/DISC RATE:	<u>N/A</u>	PRICE:	<u>100%</u>
MATURITY DATE	<u>N/A</u>	BOND EQ. YIELD:	<u>5.3439%</u>
PRINCIPAL:	<u>820,846.13</u>	PURCHASED THRU:	<u>TexPool</u>
ACCRUED INT:	<u>N/A</u>	BROKER:	<u>N/A</u>
TOTAL DUE:	<u>820,846.13</u>	CUSIP #:	<u>N/A</u>
TRADE DATE:	<u>9/26/2023</u>	SETTLEMENT DATE:	<u>9/26/2023</u>

AUTHORIZED BY:

  
CASH/INVESTMENT MANAGER

CENTRAL HEALTH MONTHLY INVESTMENT REPORT  
 PORTFOLIO STATISTICS

DATE: September 30, 2023

By Fund Type			
Operating	\$	553,990,291.01	80.23%
LPPF		3,425,475.78	0.50%
Bond Proceeds		133,115,569.05	19.28%
Other		-	0.00%
<b>Total Portfolio</b>	<b>\$</b>	<b>690,531,335.84</b>	<b>100.00%</b>

By Security Type			
<b>Operating-</b>			
TexasDAILY	\$	138,962,018.30	25.08%
TexPool	\$	19,209,130.62	3.47%
TexSTAR	\$	3,070,168.93	0.55%
TexasTERM CP		30,000,000.00	5.42%
Non-Int Bearing Bank Account		908,284.01	0.16%
Certificates of Deposit		-	0.00%
Treasury Securities		-	0.00%
Government Agencies		317,488,037.50	57.31%
Commercial Paper		-	0.00%
Municipal Bonds		44,352,651.65	8.01%
<b>Total</b>	<b>\$</b>	<b>553,990,291.01</b>	<b>100.00%</b>

**LPPF-**

TexPool		3,425,475.78	100.00%
<b>Total</b>	<b>\$</b>	<b>3,425,475.78</b>	<b>100.00%</b>

**Bond Proceeds-**

TexPool	\$	133,115,569.05	100.00%
<b>Total</b>	<b>\$</b>	<b>133,115,569.05</b>	<b>100.00%</b>

Compared to Policy Limits		Actual %	Guidelines
TexasDAILY	138,962,018.30	20.15%	30.00%
TexPool	155,750,175.45	22.58%	50.00%
TexSTAR	3,070,168.93	0.45%	30.00%
TexasTERM CP	30,000,000.00	4.35%	30.00%
<b>Total LGIPS</b>	<b>\$ 327,782,362.68</b>	<b>47.53%</b>	<b>70.00%</b>
Certificates of Deposit	-	0.00%	50.00%
Treasury Securities	-	0.00%	100.00%
Government Agencies	317,488,037.50	46.04%	75.00%
Commercial Paper	-	0.00%	20.00%
Municipal Bonds	44,352,651.65	6.43%	20.00%
	<b>\$ 689,623,051.83</b>	<b>100.00%</b>	

**Commercial Papter by Entity as a Percentage of Portfolio**

\$	-	0.00%	5.00%
\$	-	0.00%	20.00%

**Municipal Bonds by Entity as a Percentage of Portfolio**

City of Hampton VA - GO	\$	1,157,199.00	0.21%	5.00%
City of Lafayette LA Utility - Rev	\$	5,870,448.00	1.06%	5.00%
City of Yuma AZ - REV	\$	1,500,000.00	0.27%	5.00%
Clear Creek TX ISD 2/15/2025	\$	4,856,355.00	0.88%	5.00%
Mayes County OK ISD	\$	5,027,400.00	0.91%	5.00%
DFW Airport - REV	\$	3,616,168.05	0.65%	5.00%
NYC Tran Fin Tax - REV	\$	5,000,000.00	0.90%	5.00%
Pen State Unv REV	\$	1,253,057.20	0.23%	5.00%
State of Mississippi CP	\$	3,000,000.00	0.54%	5.00%
Shakopee MN ISD - GO	\$	1,000,000.00	0.18%	5.00%
Texas Tech Univ	\$	525,840.00	0.09%	5.00%
Tulsa OK ISD	\$	6,000,000.00	1.08%	5.00%
Univ Cincinnati OH Tax - Rev	\$	1,000,000.00	0.18%	5.00%
State of Hawaii - GO	\$	2,812,170.00	0.51%	5.00%
Texas A&M Univ - Rev	\$	1,734,014.40	0.31%	5.00%
	<b>\$</b>	<b>44,352,651.65</b>	<b>8.01%</b>	<b>25.00%</b>

Investment Revenue & Accrued Interest	September-23	Fiscal YTD
Interest/Dividends-		
TexasDAILY	\$ 628,068.84	\$ 5,528,904.83
TexPool	722,972.35	\$ 6,595,702.79
TexSTAR	32,668.04	\$ 1,148,529.08
TexasTERM CP	0.00	\$ 290,309.59
Certificates of Deposit	0.00	\$ -
Treasury Securities	0.00	\$ -
Government Agencies	470,450.00	\$ 3,531,080.00
Commercial Paper	0.00	\$ -
Municipal Bonds	14,441.00	\$ 842,854.64
	<u>\$ 1,868,600.23</u>	<u>\$ 17,937,380.93</u>
Discounts, Premiums, & Accrued Interest		
TexasTERM CP	\$ 108,303.74	\$ 993,155.79
-less previous accruals	0.00	\$ (286,142.47)
Certificates of Deposit	0.00	\$ -
-less previous accruals	0.00	\$ -
Treasury Securities	0.00	\$ -
-less previous accruals	0.00	\$ -
Government Agencies	458,548.90	\$ 3,935,186.36
-less previous accruals	(394,827.69)	\$ (2,914,298.32)
Commercial Paper	0.00	\$ -
-less previous accruals	0.00	\$ -
Municipal Bonds	88,245.66	\$ 961,894.07
-less previous accruals	(27,426.94)	\$ (969,543.08)
	<u>\$ 232,843.67</u>	<u>\$ 1,720,252.35</u>
Total Investment Revenue & Accrued Interest	<u>\$ 2,101,443.90</u>	<u>\$ 19,657,633.28</u>





CENTRAL HEALTH

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**BOARD MEETING**

**October 25, 2023**

**AGENDA ITEM C3**

Approve an Interim President & CEO, as recommend by the ad hoc Succession Committee.



**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 10/23/23 – Ad Hoc Succession Committee

Who will present the agenda item? (Name, Title) Chair Kitchen & Jeannie Virden, Enterprise CHRO

General Item Description Discuss and take appropriate action on an Interim CEO

Is this an informational or action item? Action Item

Fiscal Impact None

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

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

- 1) Committee will discuss recommendations on an Interim CEO and as needed, take appropriate action.
- 2) \_\_\_\_\_

What backup will be provided, or will this be a verbal update? (Backup is due one week before the meeting.) No public backup

Estimated time needed for presentation & questions? 30 minutes for discussion.

Is closed session recommended? (Consult with attorneys.) Closed Session

Form Prepared By/Date Submitted: Jeannie Virden – October 17, 2023



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## **BOARD MEETING**

**October 25, 2023**

## **AGENDA ITEM C4**

Approve the procedures and timeline to be used by the Appointments Committee to solicit, evaluate, and recommend candidates for new appointments and reappointments to outside boards and committees as discussed and amended in the ad hoc Appointments Committee.

## **Central Health Board of Managers Approval Process for External Governing Board Appointees**

The ad hoc Appointments Committee will follow the following process of selecting a candidate(s) to recommend to the full board for approval:

1. The ad hoc Appointments Committee meetings are open for any interested Board member to attend. Board members attending will be allowed to ask questions only as those questions relate to the standard set of questions adopted by the ad Hoc Appointments Committee. Topics not included in the adopted list of questions will not be asked of the candidates.
2. The ad hoc Appointments Committee members will vote on the motion to "recommend appointment" which will be forwarded to the Board of Managers for approval. The item will either be on the Consent Agenda or the Regular Agenda at the discretion of the Chairperson of the Board of Managers. If on the Regular Agenda or if pulled from the Consent Agenda, the Chair of the Appointments Committee will lead the discussion. Backup materials (selected and approved by the ad Hoc Appointments Committee chair) will be included in the Board materials for review, regardless of whether it is a Regular Agenda item or a Consent Agenda item.
3. Upon approval, the steps for notification of the candidates will be performed per "Procedure for Making NEW Appointments to External Governing Boards and Advisory Groups by the Central Health Board of Managers."



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**BOARD MEETING**

**October 25, 2023**

**AGENDA ITEM C5**

Approve the steps to be followed by the Appointments Committee to submit a recommendation to the Central Health Board of Managers for a candidate to be appointed to outside boards and committees as discussed and amended in the ad hoc Appointments Committee.

## **Procedure for Making NEW Appointments to External Governing Boards and Advisory Groups by the Central Health Board of Managers.**

### **1. Identification of Needs:**

The first step before appointing any member to a Board of Directors is identifying the needs and gaps that currently exist within the Board. This could include industry knowledge, financial expertise, diversity and inclusivity, and strategic leadership skills. Input can be requested from the board chair of the organization requesting the appointment, the Central Health Board of Managers, or the Central Health administrative staff, as well as sources within the community the organization serves.

### **2. Define the Role:**

Once the need has been identified, it's important to clearly define the role and expectations of the new board member. This includes detailing the responsibilities, duties, and time commitment the role will require, as well as any specific skills or qualifications necessary.

### **3. Recruitment of Potential Candidates:**

After defining the role, potential candidates will be identified. These candidates can come from a variety of sources, including suggestions from current board members of the Board of Directors receiving the new appointee, the Central Health Board of Managers, the Central Health administrative staff, industry contacts, and/or professional organizations. The sources are not limited to those outlined above. Also, recruitment can include using appropriate media and Internet resources.

### **4. Application process:**

A standard application will be sent out to potential candidates. This application will include a standard set of questions to be responded to by the applicant in essay form. A dialog utilizing these questions will take place in the interview process. The application and responses to the questions will be returned to the Central Health administrative staff.

### **5. Initial Vetting:**

An initial vetting of the potential candidates will be performed to ensure candidates have the necessary skills, no legal issues (especially conflicts of interest) that can affect their candidacy, and that they are aligned with the mission and objectives of the receiving organization.

### **6. Application Review:**

Applications will be reviewed by the ad hoc Appointments Committee members and discussed in a committee meeting with a quorum present. At that time a vote will be taken on which candidates to invite for an interview. The Committee may deliberate on an alternate review process if the number of applications exceeds a level that can be efficiently reviewed by the committee members.

## **7. Interviews:**

Candidates selected for interview will be invited to an ad hoc Appointments Committee meeting to discuss the responses to the questions that they submitted responses to in the Application Process (see above). The interview will be carried out by the ad hoc Appointments Committee members and should focus on the questions responded to by the candidates. All Central Health Board of Managers are invited to attend and ask questions that are germane to the responses that the candidates submitted responses to in the Application Process (see above), but only ad hoc Appointments Committee members will vote. Interviews will yield the best candidate of those that applied. This candidate will be forwarded to the full board for approval.

## **8. Board Approval:**

Once the finalist has been selected, the ad hoc Appointments Committee will follow the *Central Health Board of Managers Approval Process for External Governing Board Appointees* for final approval.

## **9. Appointment Letter:**

Upon full board approval, the new board member should be officially appointed through an appointment letter. This letter will be written and signed by the ad hoc Appointments Committee chairperson and it will formalize the role and include details such as term length, specific responsibilities (outlined in the “*Experience of Board Appointees to Warrant Consideration*” document), expected time commitment, etc. The ad hoc Appointments Committee may add additional responsibilities to the “*Experience of Board Appointees to Warrant Consideration*” document to clearly outline the Central Health Board’s expectations of their appointees.

## **10. Announcement:**

Finally, make a public announcement of the new board member appointment. This may involve posting the announcement on Internet sites or other public notification methods.

# **Procedure for Making REAPPOINTMENTS to Governing Boards and Advisory Groups by the Central Health Board of Managers**

## **Introduction:**

The process for reappointing members to the external governing boards will require a review of their service, adherence to by-laws, and their reiterated interest in continuing to contribute to the board of the organization that they are currently appointed.

### **1. Expressing Interest for Reappointment:**

The Central Health administrative staff should solicit the current board member's intention and willingness for reappointment.

### **2. A By-Law Review:**

A review of the by-laws of the governing board to which the individual will be reappointed will be performed. This review will ensure compliance with organizational by-laws related to term limits and other conditions that might impact reappointment.

### **3. Convene an ad Hoc Appointments Committee Meeting:**

An ad hoc Appointments Committee meeting will be scheduled to facilitate a dialogue with the potential re-appointee regarding their previous term(s). In this discourse, the individual being considered for reappointment should share insights into their experience, contributions, and vision, providing the Committee with information to make an informed decision regarding their reappointment.

The Committee may review with the potential re-appointee any responsibilities outlined in the *Minimal Experience of Board Appointees to Warrant Consideration* document.

At the end of this interview the ad hoc Appointments Committee will vote on a motion to “recommend appointment”

### **4. Submission for Approval:**

The ad hoc Appointments Committee then submits their recommendation for reappointment to the Central Health Board of Managers for approval.



# Application Form

---

## Profile

First Name

Middle Initial

Last Name

## Preferred Name

---

Email Address

Home Address

Suite or Apt

City

State

Postal Code

Residency and District Information

## Are you a City of Austin Resident? \*

None Selected

**Are you, or your employer, a registered lobbyist with the City or have you, or your employer, been registered as a lobbyist with the City Clerk within the past three years?**

---

Primary Phone

Alternate Phone

## Cell Phone

---

## Home Phone

---

## Business Phone

---

## Select Your District

None Selected

Employer

Job Title

---

## Interests & Experiences

Please tell us about yourself and why you want to serve on a board or commission

Why are you interested in serving on a board or commission?

---

---

Upload a Resume

**Resume**

---

**Qualifications**

---

---

**Demographics**

Some boards and commissions require membership to be racially, politically or geographically proportionate to the general public. The following information helps track our recruitment and diversity efforts.

**Ethnicity**

---

None Selected

**Gender**

---

None Selected

**Sexual Orientation**

---

None Selected

---

Date of Birth

Disability or Impairment Information

---

**Do you have an auditory/hearing disability or impairment?**

---

None Selected

**Do you have a visual disability or impairment?**

---

None Selected

**Do you have a mobility disability or impairment?**

---

None Selected

**Do you have a cognitive disability or impairment?**

---

None Selected

Do you have another disability or impairment you'd like to share?

---

---

## Board Requirements

Which Boards would you like to apply for?

---

None Selected

Some boards have additional requirements for appointees. Additional requirements will appear below as they apply to each board. They may not necessarily exclude a individual from service.

---

**Texas Open Records Act**

City of Austin Officials are able to choose whether or not their home address, home telephone numbers, emergency contact information, social security number, and information that reveals whether they have family members are available to the public on request. The Texas Public Information Act is a State law that requires the City of Austin to disclose this information to anyone who requests it. The only exceptions are for: 1) commissioned peace officers; and 2) Official who file a written request to withhold this information. Officials who are not peace officers and who do not submit such a written request will have this information made available to anyone who requests it. Do you choose to have your home address, home telephone number, emergency contact information, social security number and information that reveals whether you have family members withheld from the public?

---

Yes  No

## **Board Candidate Questions**

- 1.** Outline the aspects of your experience and information provided on your application that you feel would make you a good and valuable member to [Board].
- 2.** What other boards or commissions have you served on in the past and did you hold any executive positions (Chair, Vice, Treasurer, Secretary) on any of them?
- 3.** Tell us about any work activities or personal experience that you have had that aligns with the mission of [Organization]
- 4.** Why are you interested in serving on the board of [Organization]?
- 5.** Do you have any time constraints that may limit your full participation in the required board activities?
- 6.** What qualities do you believe make a great board member? (This is good way to figure out the best role for them.)
- 7.** How do you differentiate the type of leadership at the board level from the executive leadership of the organization?
- 8.** What role do you think you would play on the board, and what perspectives would you contribute?



# CENTRAL HEALTH

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## **BOARD MEETING**

**October 25, 2023**

## **AGENDA ITEM C6**

Approve the minimal experience criteria of the candidates being considered for new appointments as recommended by the ad hoc Appointments Committee.

# Experience Criteria of Board Appointees to Warrant Consideration

The experience of a Board appointee can vary. However, below are experience criteria that can be considered when vetting and prioritizing candidates for Board appointment.

## **1. Governance:**

Experience overseeing the strategic direction of an organization, establishing and enforcing governance policies, and ensuring ethical conduct.

## **2. Strategy formulation:**

Experience reviewing, approving, and guiding the organization's mission, vision, and strategic direction.

## **3. Executive oversight:**

Experience selecting, evaluating, and if necessary, replacing the chief executive.

## **4. Financial oversight:**

Experience approving annual budgets and ensuring the organization's financial sustainability and integrity.

## **5. Risk Management:**

Experience understanding and monitoring the organization's principal risks and ensuring the implementation of appropriate systems to manage these risks.

## **6. Performance measurement:**

Experience regularly evaluating the performance of an organization in achieving its strategies.

## **7. Compliance:**

Experience ensuring compliance with laws and regulations, and adherence to internal policies and procedures.

## **8. Stakeholder Communication:**

Experience building relationships with stakeholders and acting as advocates for the organization in its community.

## **9. Succession planning:**

Experience developing and periodically updating a succession plan for the CEO and top management.

**10. Board development:**

Experience identifying needed board member skills, selecting new members, and ensuring all board members are properly oriented and trained.

**11. Communication:**

Experience communicating with appointing authority on a regular basis to share information and strategy alignment.

The ad Hoc Appointments Committee may add additional responsibilities and/or experience as needed to clearly outline the Central Health Board's expectations of their appointees.





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## **BOARD MEETING**

**October 25, 2023**

## **AGENDA ITEM C7**

Approve action on an update on Sendero Health Plans financials and proposed FY 2024 Central Health funding plan of certain Sendero Health Plans claims and administrative costs as recommend by the Budget and Finance Committee.



**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 October 25, 2023 (B&F Committee and BOM)

Who will present the agenda item? (Name, Title) Jeff Knodel, CFO; and Sharon Alvis, Sendero President & CEO; Eli Barreneche

General Item Description Updates: Sendero for Fiscal Year 2024 and Marketing for Open Enrollment Plan Year 2024

Is this an informational or action item? Action

Fiscal Impact TBD

Recommended Motion (if needed – action item) Approve action on an update on Sendero Health Plans financials and proposed FY 2024 Central Health funding plan of certain Sendero Health Plans claims and administrative costs as recommend by the Budget and Finance Committee.

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

- As a follow-up to the August 30th board meeting update, Sendero requires financial capacity to self-fund the claims costs for the CHAP high-risk program. Staff will provide an update and
- 1) request board action. Background is provided below.
- 2) Insolvencies of 2 new large health carriers caused disruptions to the Texas market related to 2022 risk adjustment program.
- 3) Currently, a reinsurer provides the majority of Sendero claims financing and assumes majority of risk for CHAP high risk program – accomplished by leveraging risk adjustment program. As part of a broader strategy, the current reinsurer gave notice of exit from Sendero agreement after 2023.
- 4) Sendero considered several third-party financing options and after discussions with Central Health leadership it was jointly-decided that internal financing is the best option.
- 5) Additionally, Sendero will provide an update on the upcoming Open Enrollment Marketing for Plan Year 2024.

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

Estimated time needed for presentation & questions? 20 minutes



CENTRAL HEALTH

Is closed session  
recommended? (Consult  
with attorneys.)

Possible closed session

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Form Prepared By/Date  
Submitted:

Jeff Knodel 10/18/2023

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# CENTRAL HEALTH

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## **BOARD MEETING**

**October 25, 2023**

## **AGENDA ITEM C8**

Approve action on revisions to the Central Health Amended and Restated Bylaws, as recommended by the ad hoc Policy & Bylaws Committee.



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 October 25, 2023

Who will present the agenda item? (Name, Title) TCAO

General Item Description Discuss and take appropriate action on potential revisions to the Central Health Amended and Restated Bylaws.

Is this an informational or action item? Action

Fiscal Impact N/A

Recommended Motion (if needed – action item) Approve revisions to the Central Health Amended and Restated Bylaws.

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

Some of the potential revisions are listed below:

Add a definition of “Immediate Past Chair” to Article VI (Officers of the Board) and add that person to the roster of the Executive Committee (per suggestion by Dr. Bell). Also, whether and how the Past Chair might act as Chair – only in the event of all other officers’

- 1) absence/unavailability?
- 2) Add definition of Assistant Administrator to mean Deputy Administrator of CH.
- 3) 7.0 – modify requirement that Budget and Finance must meet monthly?  
Put the Medical Committee back in Article 7 of the Bylaws per action by the Board in the June
- 4) 28, 2023 Board of Managers meeting.
- 5) Various cleanup revisions.

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

Estimated time needed for presentation & questions? 30 minutes



CENTRAL HEALTH

Is closed session  
recommended? (Consult  
with attorneys.)

No

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Form Prepared By/Date  
Submitted:

Briana Yanes/ October 20, 2023

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## **BOARD MEETING**

**October 25, 2023**

## **REGULAR AGENDA ITEM 1**

Receive the Performance Tracking Plan and Key Performance Indicators (KPIs) as part of the Board adopted Healthcare Equity Implementation Plan. (*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 10/25/2023

Who will present the agenda item? (Name, Title) Mike Geeslin (CEO), Jeff Knodel (CFO), Monica Crowley (CSO & Sr. Counsel), Dr. Abhi Sharma (Partner, Guidehouse), and Danielle Sreenivasan (Director, Guidehouse)

General Item Description Receive the Performance Tracking Plan and Key Performance Indicators (KPIs) as part of the Board adopted Healthcare Equity Implementation Plan.

Is this an informational or action item? Informational

Fiscal Impact Not Applicable

Recommended Motion (if needed – action item) Not Applicable

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

- 1) Central Health worked with Guidehouse to develop the Board adopted Healthcare Equity Implementation Plan, which includes an overarching operational roadmap of strategic initiatives and projects by Community Need, major milestones, and estimated financing by fiscal year, phased over a 7-year period.
- 2) Central Health worked with Guidehouse and Subject Matter Experts to develop an overarching performance tracking plan, which includes alignment to best practices and cross-cutting metrics to effectively measure progress towards achieving a more equitable healthcare system.
- 3) Central Health will continually assess, monitor and evaluate strategic projects and initiatives as we shift from planning to implementation of the Healthcare Equity Implementation Plan.
- 4) \_\_\_\_\_
- 5) \_\_\_\_\_

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

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





CENTRAL HEALTH

Is closed session recommended? (Consult with attorneys.)

Is closed session recommended? (Consult with attorneys.)

No

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Form Prepared By/Date Submitted:

Monica Crowley, 10/18/2023

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CENTRAL HEALTH

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CommUnityCare | Sendero

# Healthcare Equity Implementation Plan - Operational and Financial Sustainability Planning

Board of Managers Presentation

October 25, 2023

# Agenda

1. **Summary of Overarching Performance Tracking Plan and Key Performance Indicators**
2. **Next Steps**



# Progress and Achievements Towards Healthcare Equity Implementation Plan



## Tasks completed to date:

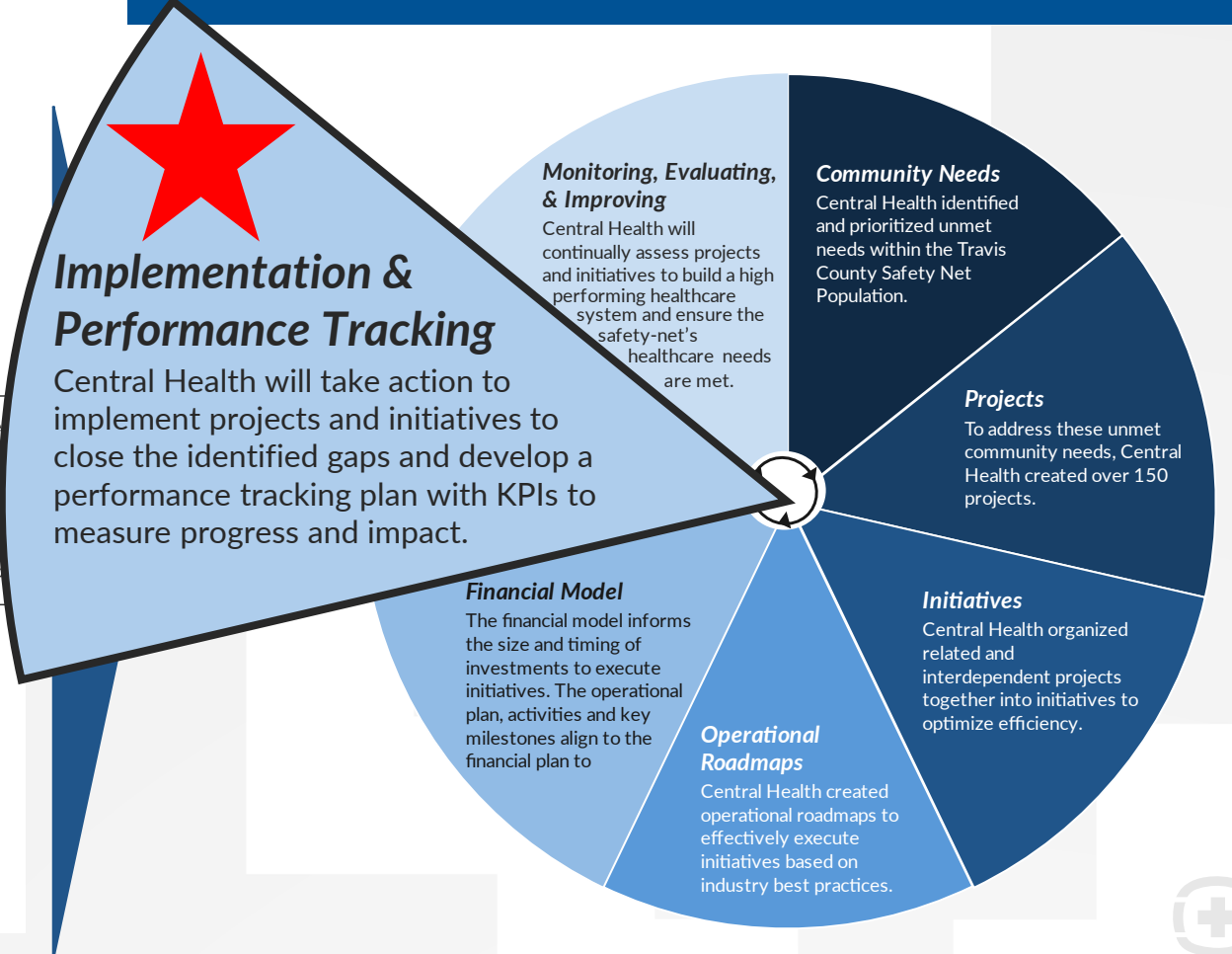
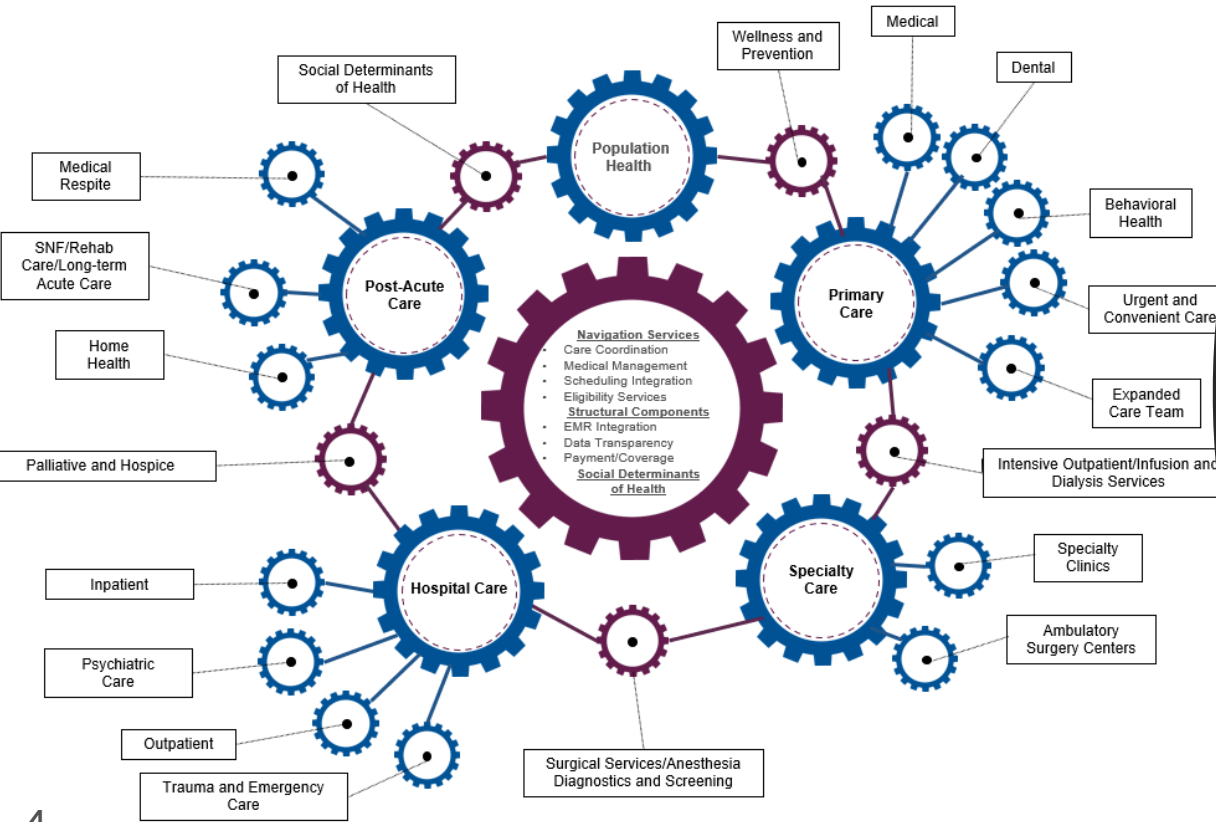
1. Completed catalogue of community needs faced by the Travis County safety-net.
2. Identified, refined, and organized projects into initiatives that rely on similar capabilities for implementation and validated the anticipated impact of initiatives through community engagement, interviews and patient journey mapping.
3. Validated Operational Implementation Roadmap, including organizational capacity assessment to execute Healthcare Equity Implementation Plan.
4. Validated high-level financial pro-forma templates and refined early-phase cost estimates to ensure phasing of initiatives to meet the most pressing and impactful needs over a seven-year period.
5. Presented Central Health's Healthcare Equity Implementation Plan, adopted by the Board of Managers (BOMs) on August 2, 2023.
6. Developed overarching performance tracking plan with key performance indicators (KPIs) aligned to organizational structure and functional reporting model.



# Central Health Has Been Committed Improving the Health of Travis County's Safety-Net Population

## Our Vision to Addressing the Unmet Health Needs of Travis County's Safety-Net Population

## Our Approach to Creating and Implementing a High Performing Healthcare System



# To Measure the Impact of Central Health's Healthcare Equity Implementation Plan, Central Health Used Industry Standard Sources to Develop Key Performance Indicators (KPIs)

Metrics were selected:



To emphasize the **system of care and the interrelatedness** of initiatives



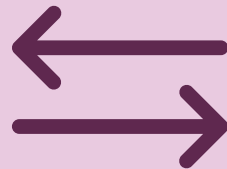
To cover **domains that address all facets** of how Central Health conducts its business



For their **direct impact** on improving quality of life, patient experience, and removing access barriers



From **leading authorities** including Centers for Medicare and Medicaid Services, Healthcare Resources and Services Administration, Medical Group Management Association, Guidehouse expertise, and industry standards

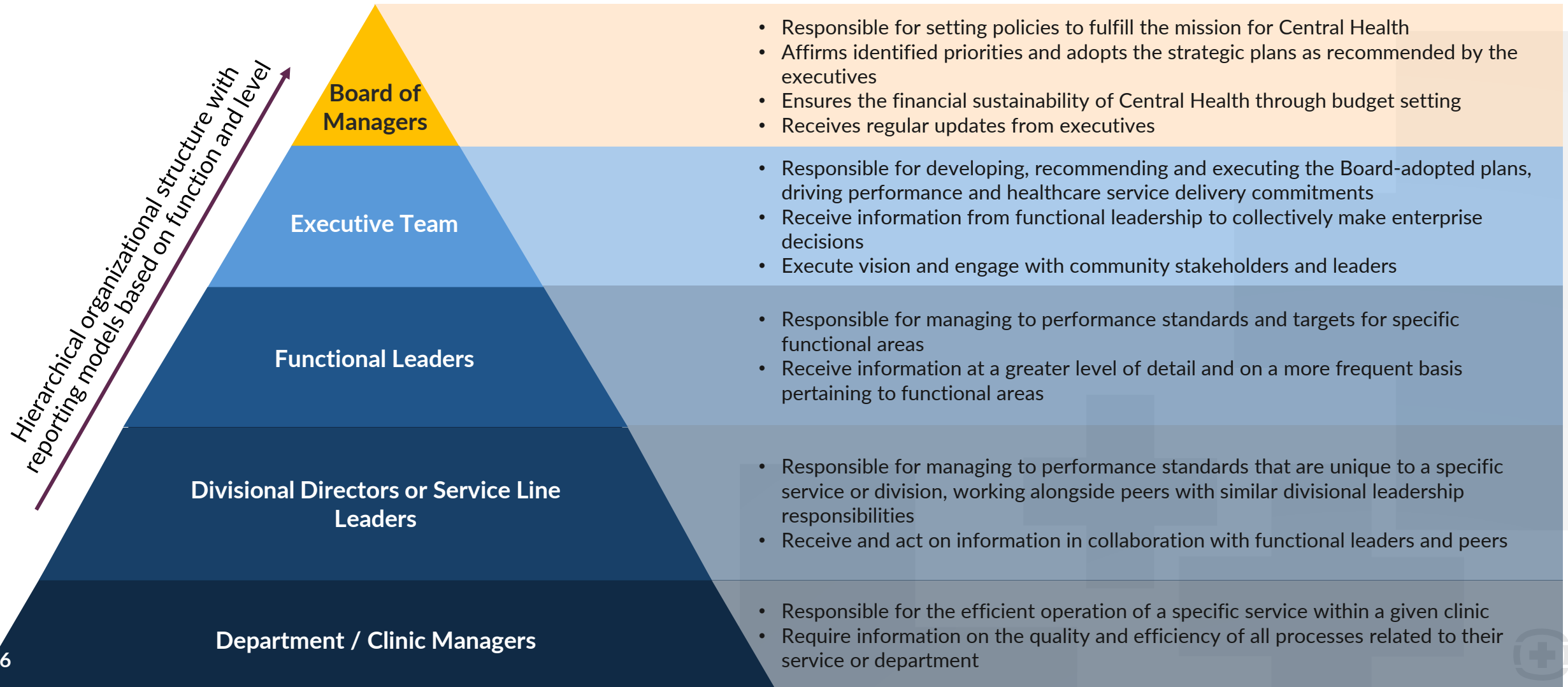


To be as **broadly addressable** as possible, capable of being measured across initiatives and projects



To be indicators of progress towards a more **equitable healthcare system** and to be impactable by Central Health

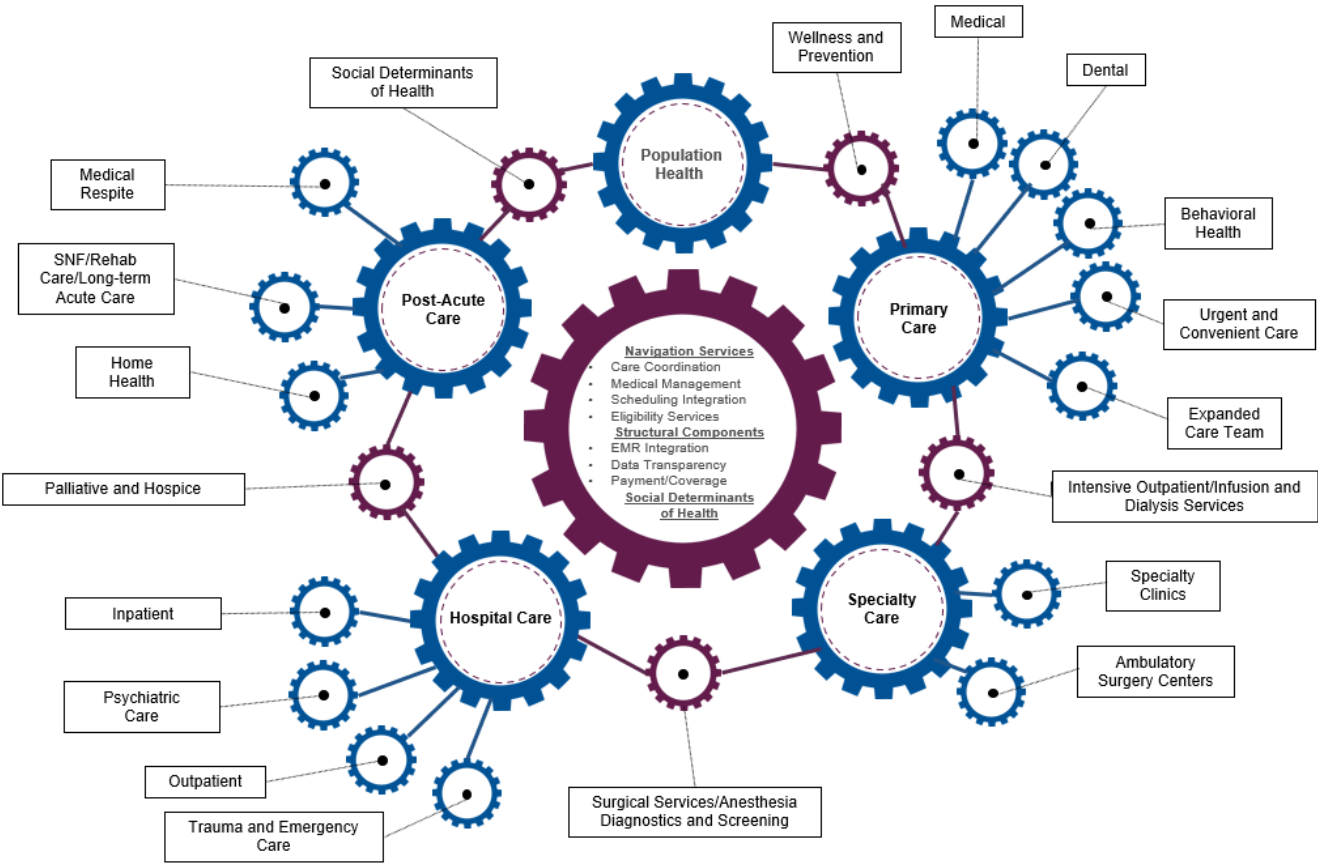
# A Robust Reporting Model at Different Organizational Levels is Needed to Effectively Track Progress and Performance of Initiatives



# Central Health Created KPIs Across Key Categories to Ensure Initiatives Have the Intended Impact of Creating a High-Quality, Equitable, Sustainable System of Care

## What We Are Building

## How We Know It's Working



<b>Access Metrics:</b> Assesses a patient's timely and appropriate access to healthcare.
<b>Quality Metrics:</b> Measures and evaluates the effectiveness, safety, efficiency and patient-centeredness of healthcare processes and outcomes.
<b>Care Coordination Metrics:</b> Evaluates effectiveness of care coordination programs.
<b>Patient Experience Metrics:</b> Measures the level of satisfaction that patients have with their healthcare experience.
<b>Volume Metrics:</b> Measures the quantity of people and quantity or frequency of healthcare services provided
<b>Labor Metrics:</b> Evaluates appropriate staffing levels against industry benchmarks, goals, and targets.
<b>Financial Metrics:</b> Measures revenue, expenses, profits, and financial outcomes.
<b>IT / Interoperability Metrics:</b> Tracks relevant aspects of quality regarding IT activities and projects.
<b>Throughput Metrics:</b> Evaluates the effectiveness of patients moving through the healthcare system.



# Central Health Created Cross-Cutting Key Performance Indicators (KPIs) to Effectively Track Performance and Progress of the Initiatives

Domain	KPI	Available Cuts	Refresh Frequency
Access	Average Days to Next Available New Patient Appointment	<ul style="list-style-type: none"> <li>By care type (specialty, primary care, dental)</li> <li>By Central Health system clinics</li> </ul>	Monthly
Access	Same Day Access and After-Hours Available Visits Filled	<ul style="list-style-type: none"> <li>By Central Health system clinics</li> </ul>	Monthly
Volume	Total Outpatient Visits Related to Central Health's Direct Practice	<ul style="list-style-type: none"> <li>By service line</li> <li>By provider type</li> </ul>	Monthly
Volume	Utilization per 1,000 Enrolled	<ul style="list-style-type: none"> <li>By service type (inpatient discharges, inpatient and outpatient surgeries and procedures, outpatient imaging, respite days, SNF days)</li> <li>By clinic</li> </ul>	Quarterly
Labor	Labor Expense to Target	<ul style="list-style-type: none"> <li>By provider type (physician, APP)</li> <li>By support staff type (clinical, front office, business operations, ancillary)</li> </ul>	Monthly
Labor	Vacancy Rate	<ul style="list-style-type: none"> <li>By staff type</li> <li>By department</li> </ul>	Monthly
Financial	Total Dollar Amount Purchased Services	<ul style="list-style-type: none"> <li>By contract / provider entity</li> </ul>	Monthly
Financial	Pharmacy Expense	<ul style="list-style-type: none"> <li>By contract / provider entity</li> <li>By specialty service line</li> </ul>	Monthly
Financial	General Clinical Administrative Costs as a Percent of Total Clinical Operating Expense	<ul style="list-style-type: none"> <li>By clinic</li> </ul>	Monthly
Quality	Controlling Diabetes	<ul style="list-style-type: none"> <li>By demographic / geographic classification</li> </ul>	Quarterly
Quality	Hypertension Blood Pressure Control During Patient Visit	<ul style="list-style-type: none"> <li>By demographic / geographic classification</li> </ul>	Quarterly
Care Coordination	Rate of 14-day Transitional Care Management or Primary Care Provider (PCP) Follow-Up	<ul style="list-style-type: none"> <li>By demographic classification</li> <li>By clinic</li> </ul>	Quarterly
Care Coordination	Rate of Readmission After Discharge (Hospital and Post-Acute Care (PAC))	<ul style="list-style-type: none"> <li>By demographic / geographic classification</li> <li>By readmission timeline (7, 30, 60, 90 day)</li> </ul>	Quarterly
Patient Experience	Patient Satisfaction for Care in Central Health Clinical Sites as Reflected in Standard Survey Score	<ul style="list-style-type: none"> <li>By demographic / geographic classification</li> <li>By clinic</li> </ul>	Monthly



# Next Steps

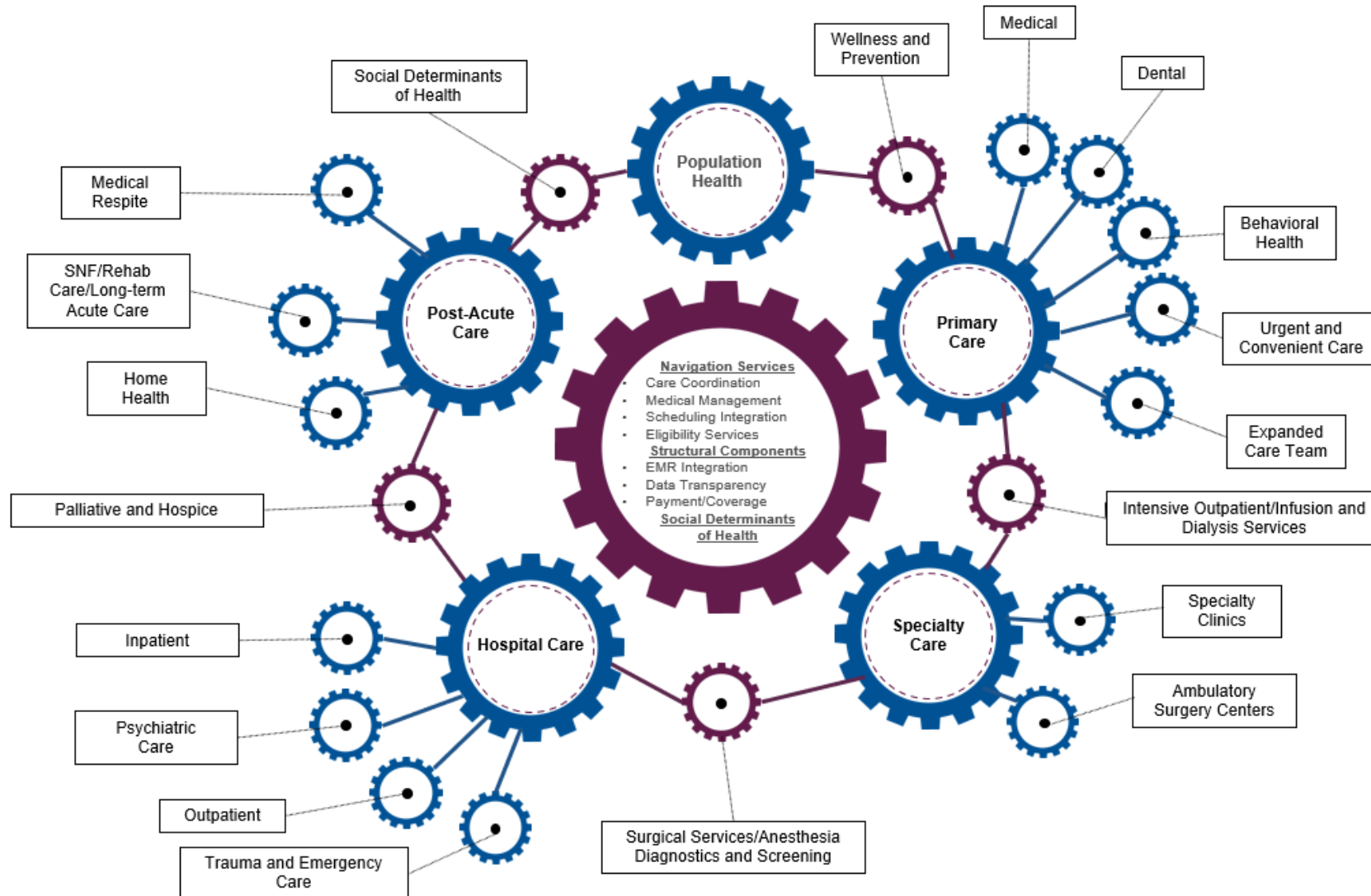


\*Operational and Financial plans include the operational alignment models and key performance indicators

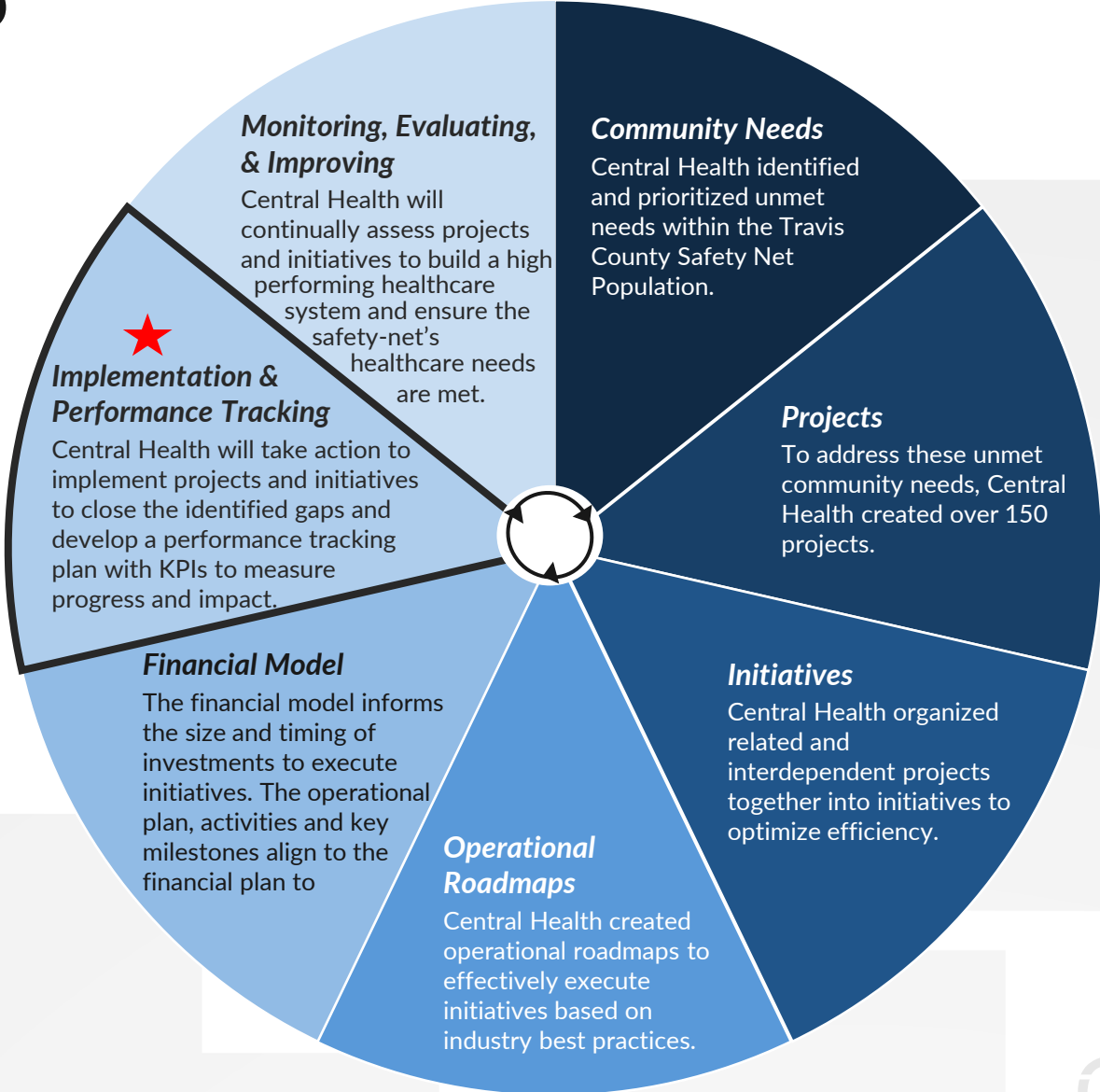


# Appendix

# A High Performing Healthcare System to Meet the Healthcare Needs of Travis County's Safety-Net Population



# Over the Last 2 Years, Central Health Has Been Committed to Creating and Implementing a High Performing Healthcare System to Address Significant Unmet Needs



# Beginning with the Voice of the Community and Safety-Net CHNA, Central Health Developed a Plan to Achieve a Comprehensive, Equity-Focused System of Care

February 2022: Completed assessment of community health needs to develop equity-focused strategic plan

September 2022: Catalogued, defined, and used data to prioritize safety-net community needs



Category of Community Need	Community Need	Initiative	Project Title
Foundational Enablers	Care Coordination	Program Alignment and Augmentation	Care Management Optimization to Ensure Robust Care Coordination

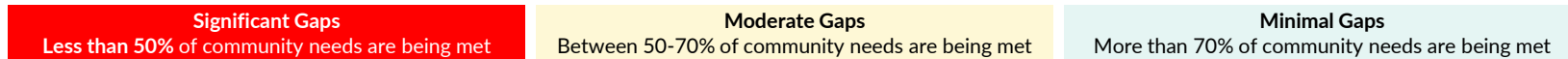
Central Health's Prioritized Community Needs		
<b>Primary Care</b> 3. Health Care for the Homeless 8. Expanded Access to Same-Day Care and Extended Hours, Including Virtual Options 9. Expanded Access to Primary Care, including CUC HIV/AIDS Program and Pharmacy	<b>Specialty Care / Behavioral / Dental</b> 1. Expanded Access to Specialty Care 4. Substance Use Disorder and Addiction Medicine Services, Including MAT and Alcohol Addiction 7. Access to Mental Health Services 10. Expanded Access to Dental Care	<b>Hospital-Based Care / Post-Acute Care</b> 2. Robust Post-Acute Care, Including Respite and Extensivists 5. Expanded Access to Surgical and Procedural Care 6. Access to Hospital Care
<b>Foundational Enablers</b> <ul style="list-style-type: none"> <li>Additional Access Points and Infrastructure (e.g., Facilities, Technology, etc.)*</li> <li>Care Coordination</li> <li>Comprehensive Multi-Disciplinary Care</li> <li>Eligibility and Enrollment Services</li> <li>Expanded Access to General Prevention and Wellness</li> <li>Health Systems Interoperability and Technology</li> <li>Management of Chronic Conditions</li> <li>Pharmacy</li> <li>Physician and Clinical Workforce Supply, Including Demographically-Diverse Workforce*</li> </ul>		
<b>Coverage Programs, Benefits, and Structures</b> <ul style="list-style-type: none"> <li>Extended Enrollment Period for MAP</li> <li>Increased Enrollment of Eligible Populations                             <ul style="list-style-type: none"> <li>People experiencing homelessness, justice involved individuals, and communities where English and Spanish are not the primary language</li> </ul> </li> <li>Restructure copays to remove patient barriers</li> <li>Additional coverage services and benefits</li> <li>Patient education (benefits, how and where to use MAP, copays)                             <ul style="list-style-type: none"> <li>Language access</li> </ul> </li> </ul>	<b>Social Determinants of Health</b> <ul style="list-style-type: none"> <li>Improved Community Transitions for Justice-Involved Individuals</li> <li>Culturally Competent Materials and Communications</li> <li>Affordable Housing</li> <li>Access to Transportation</li> <li>Access to Healthy Foods</li> <li>Technology and Internet Access</li> <li>Stable and Consistent Employment Opportunities</li> <li>Educational Support Programs</li> </ul>	

*Data-Driven and Community - and Stakeholder-Focused Processes*

# Central Health Identified Significant Unmet Needs Which Demanded a Strategic Approach to Prioritize Needs and Utilize Resources



\*Select services include but are not limited to these.



# To Close These Gaps, Central Health Identified and Prioritized the Community Needs and Developed Projects to Address the Needs

## Primary Care

- 3. Health Care for the Homeless
- 8. Expanded Access to Same-Day Care and Extended Hours, Including Virtual Options
- 9. Expanded Access to Primary Care, including CUC HIV/AIDS Program and Pharmacy

## Specialty Care / Behavioral / Dental

- 1. Expanded Access to Specialty Care
- 4. Substance Use Disorder and Addiction Medicine Services, Including MAT and Alcohol Addiction
- 7. Access to Mental Health Services
- 10. Expanded Access to Dental Care

## Hospital-Based Care / Post-Acute Care

- 2. Robust Post-Acute Care, Including Respite and Extensivists
- 5. Expanded Access to Surgical and Procedural Care
- 6. Access to Hospital Care

## Foundational Enablers

- **Additional Access Points and Infrastructure (e.g., Facilities, Technology, etc.)\***
- Care Coordination
- Comprehensive Multi-Disciplinary Care
- Eligibility and Enrollment Services
- Expanded Access to General Prevention and Wellness
- Health Systems Interoperability and Technology
- Management of Chronic Conditions
- Pharmacy
- **Physician and Clinical Workforce Supply, Including Demographically-Diverse Workforce\***

*\* Denotes Workforce Planning and Organizational Infrastructure Resources*

## Coverage Programs, Benefits, and Structures

- Extended Enrollment Period for MAP
- Increased Enrollment of Eligible Populations
  - People experiencing homelessness, justice involved individuals, and communities where English and Spanish are not the primary language
- Restructure copays to remove patient barriers
- Additional coverage services and benefits
- Patient education (benefits, how and where to use MAP, copays)
  - Language access

## Social Determinants of Health

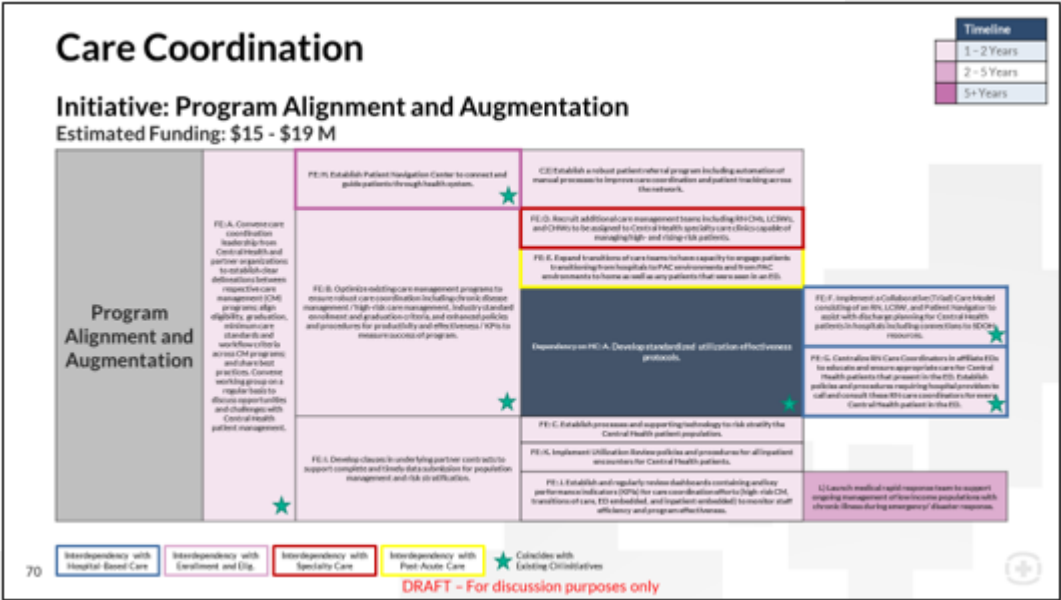
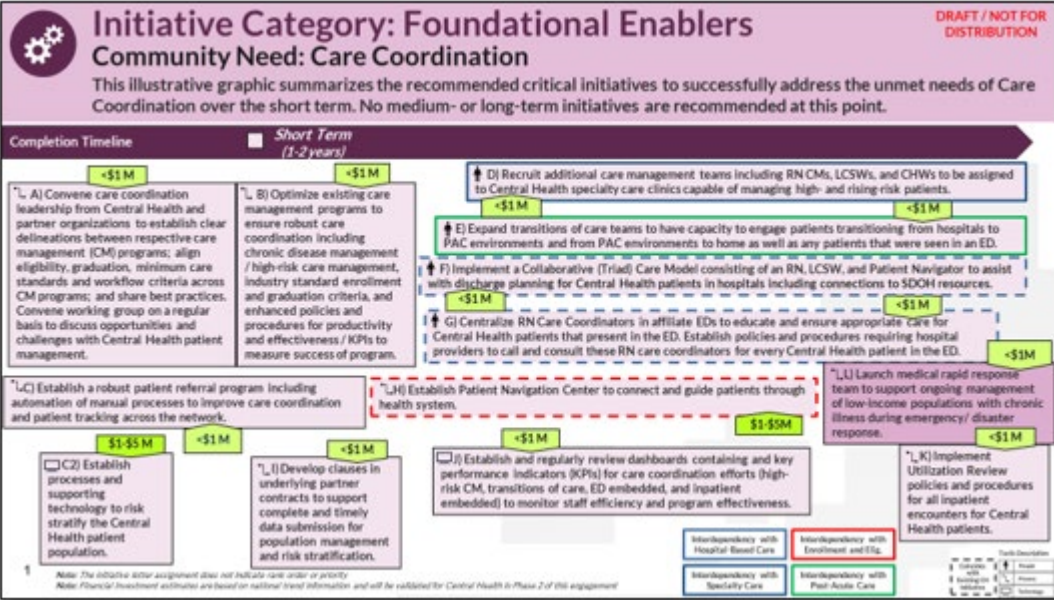
- Improved Community Transitions for Justice-Involved Individuals
- Culturally Competent Materials and Communications
- Affordable Housing
- Access to Transportation
- Access to Healthy Foods
- Technology and Internet Access
- Stable and Consistent Employment Opportunities
- Educational Support Programs



# Central Health Created Projects and Initiatives to Address the Most Critical Unmet Community Needs

January 2023: Identified, prioritized and sequenced projects based on level of effort and impact

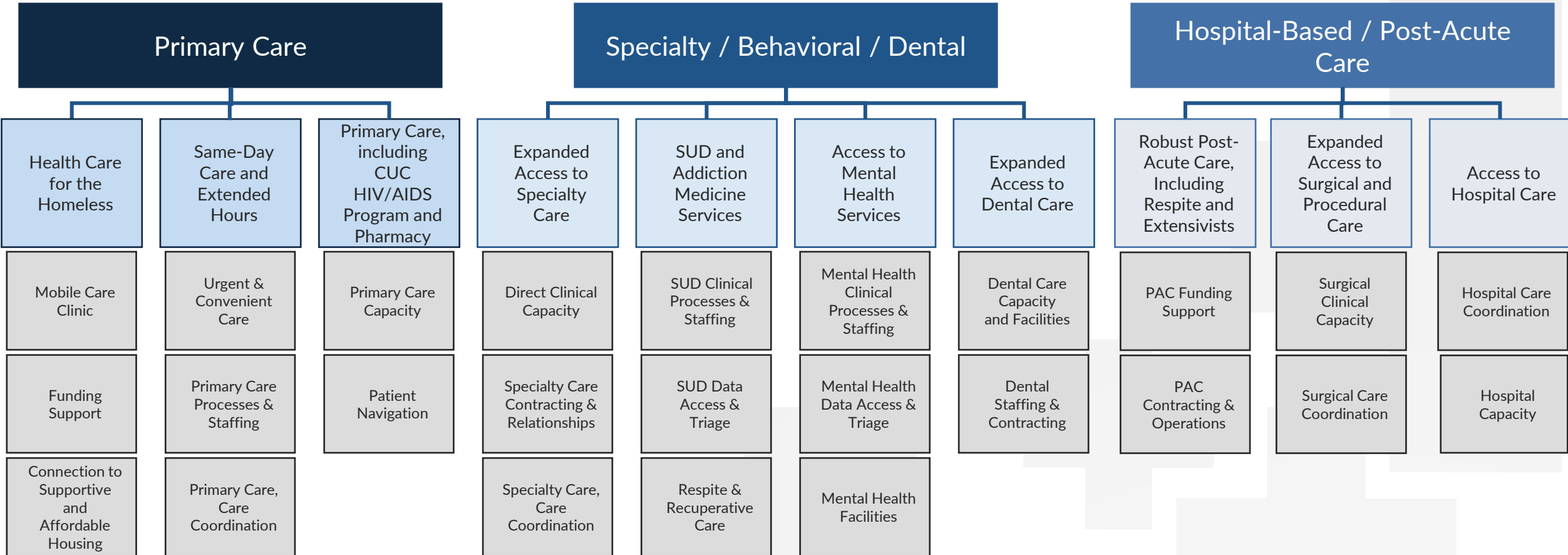
March 2023: Organized related and interdependent projects to develop operational and financial roadmaps



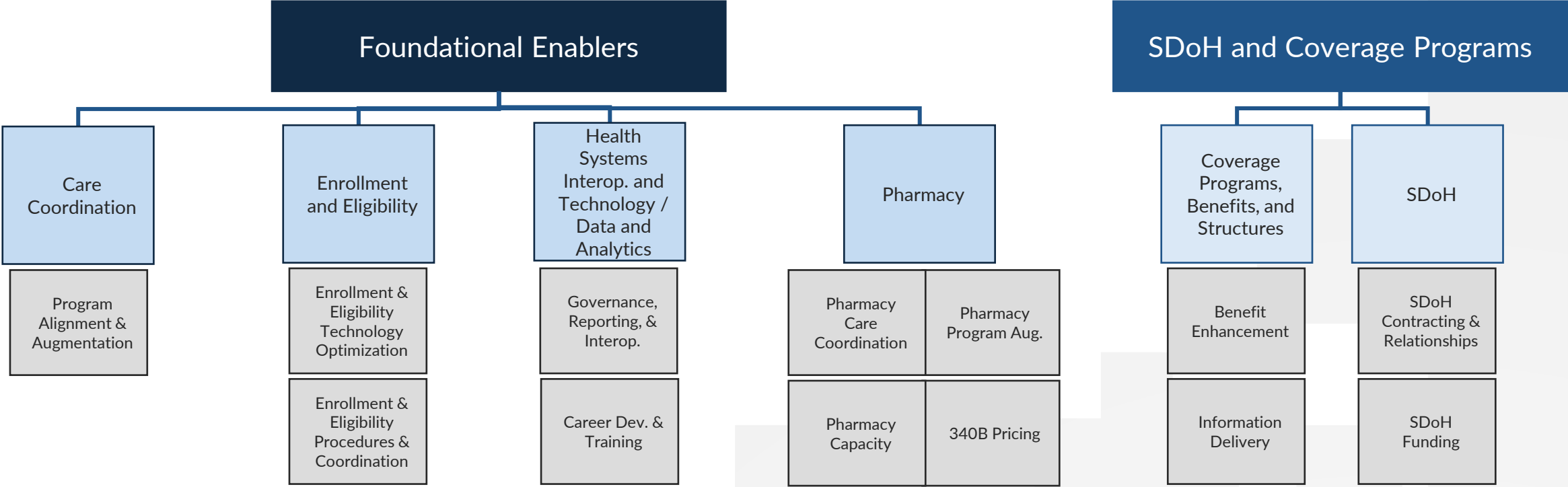
Data-Driven and Community- and Stakeholder-Focused Processes



# These 38 Initiatives Will Operationalize the Healthcare Equity Implementation Plan and Ensure Equitable Access and Quality of Care for Every Patient



# These 38 Initiatives Will Operationalize the Healthcare Equity Implementation Plan and Ensure Equitable Access and Quality of Care for Every Patient

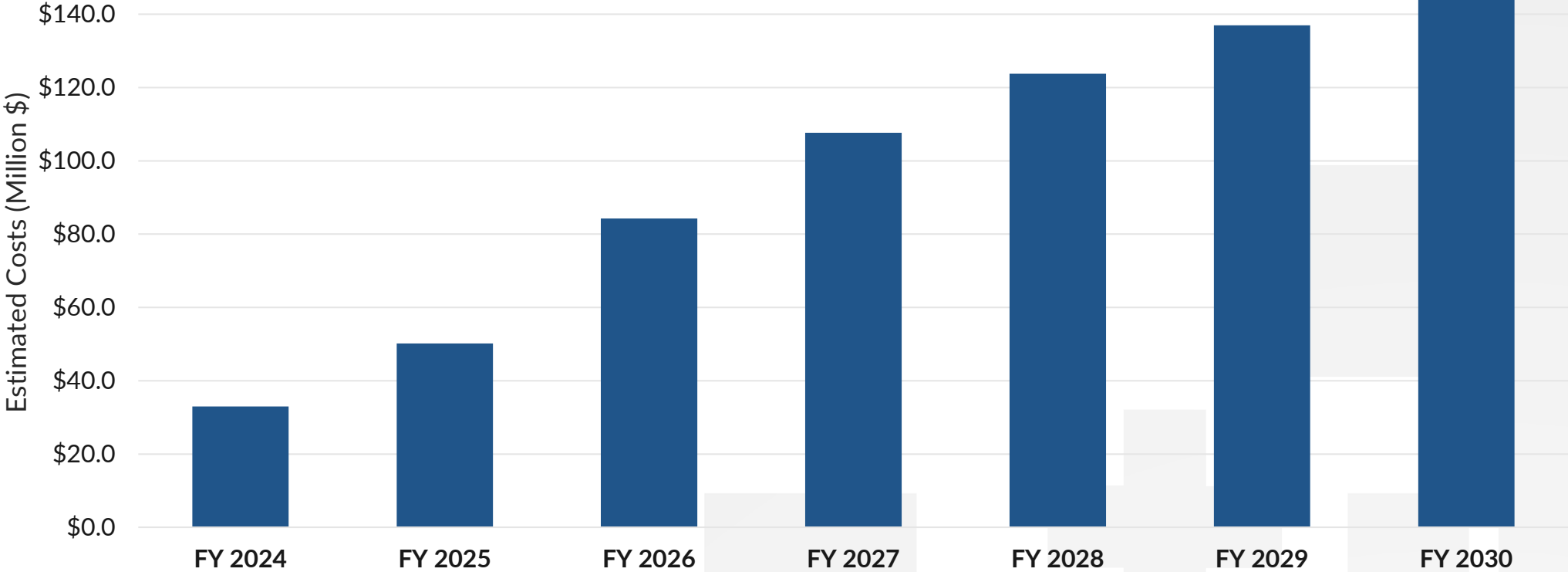


# Select Projects are Highlighted as Milestones Over the Next 7 Years To Respond to Unmet Community and Patient Needs

Community Need	Short Term			Medium Term			Long Term		
	Fiscal Year (FY)	2023	2024	2025	2026	2027	2028	2029	2030
<b>Expanded Access to Specialty Care</b> 2. RZ Clinic 4. Hancock Clinic		★ 2		★ 4					
<b>Robust Post-Acute Care, Including Respite and Extensivists</b> 6. Medical Respite / Cameron Center				★ 6					
<b>Health Care for the Homeless</b> 10. High Risk Care Clinic				★ 10					
<b>SUD and Addiction Medicine Services</b> 8. Medically Supervised Detox / Cameron Center				★ 8					
<b>Expanded Access to Surgical and Procedural Care</b> 7. Surgical Specialty Practice							★ 7		
<b>Access to Hospital Care</b>									
<b>Access to Mental Health Services</b> 9. Support of Diversion Center Pilot		★ 9							
<b>Same-Day Care and Extended Hours</b>									
<b>Primary Care, including CUC HIV/AIDS Program and Pharmacy</b> 1. Del Valle Clinic 3. Hornsby Bend Clinic		★★ 1, 3							
<b>Expanded Access to Dental Care</b> 1. Del Valle Clinic 3. Hornsby Bend Clinic 4. Hancock Clinic		★★ 1, 3		★ 4					
<b>Health Systems Interop. and Technology / Data and Analytics</b>									
<b>Enrollment and Eligibility</b>									
<b>Pharmacy</b>									
<b>Care Coordination</b> 5. Patient Navigation Center		★ 5							
<b>Social Determinants of Health</b>									
<b>Coverage Programs, Benefits, and Structures</b>									

# Initiatives Were Phased Over the Next 7 Years To Respond to Unmet Community and Patient Needs

Estimated Cumulative Operating Costs of Initiatives by Year



Total Estimated Operating Costs	\$ 682,392,474
---------------------------------	----------------

Note 1: Financial estimates were prepared in conjunction with Central Health leadership based upon agreed upon assumptions.

20 Note 2: Cost estimates associated with crosscutting projects and initiatives are attributed to one community need to promote efficiency and maximize available resources.





# 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.

*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.

## **BOARD MEETING**

**October 25, 2023**

## **REGULAR AGENDA ITEM 2**

Receive and discuss an update on the Central Health and Integral Care collaboration.  
(*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 October 25, 2023

Who will present the agenda item? (Name, Title) Mike Geeslin, President & CEO

General Item Description Receive and discuss an update on the Central Health and Integral Care collaboration.

Is this an informational or action item? Informational

Fiscal Impact \_\_\_\_\_

Recommended Motion (if needed – action item) N/A

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

- Review and discussion of contract amendment terms pursuant to the FY 2024 Budget Resolution
- 1) to fund mental and behavioral health.
- 2) \_\_\_\_\_

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

Estimated time needed for presentation & questions? 20 minutes

Is closed session recommended? (Consult with attorneys.) Yes

Form Prepared By/Date Submitted: Briana Yanes/ October 20, 2023



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## **BOARD MEETING**

**October 25 2023**

## **REGULAR AGENDA ITEM 3**

Discuss and take appropriate action on Central Health owned or occupied real property and potential property for acquisition, lease, or development in Travis County, including pending issues and next steps in the redevelopment of the Central Health Downtown Campus, administrative offices of Central Health Enterprise partners, and new developments in Eastern Travis County.<sup>3, 4</sup>  
*(Action Item)*





**AGENDA ITEM SUBMISSION FORM**

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Agenda Item Meeting Date October 25, 2023 Board of Managers Meeting

Who will present the agenda item? (Name, Title) Stephanie Lee McDonald, VP Enterprise Alignment & Coordination

General Item Description Discuss and take appropriate action on Central Health owned or occupied real property and potential property for acquisition, lease, or development in Travis County, including pending issues and next steps in the redevelopment of the Central Health Downtown Campus, administrative offices of Central Health Enterprise partners, and new developments in Eastern Travis County.

Is this an informational or action item? ACTION ITEM

Fiscal Impact \_\_\_\_\_

Recommended Motion (if needed – action item) NA

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

- 1) Delegation of authority to the President and CEO to execute a lease on terms similar to or better than presented.
- 2) \_\_\_\_\_

Estimated time needed for presentation & questions? 15 min -- closed session

Is closed session recommended? (Consult with attorneys.) Yes

Form Prepared By/Date Submitted: Stephanie Lee McDonald 10/19/2023



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## **BOARD MEETING**

**October 25, 2023**

## **REGULAR AGENDA ITEM 4**

Discuss updates on matters related to a Performance Review contracted by Travis County, including delegations to the President & CEO to execute necessary agreements between Central Health and Travis County, and Mazars USA.<sup>3</sup> (*Informational Item*)



**AGENDA ITEM SUBMISSION FORM**

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Agenda Item Meeting Date October 25, 2023

Who will present the agenda item? (Name, Title) Mike Geeslin, President & CEO

Discuss updates on matters related to a Performance Review contracted by Travis County, including delegations to the President & CEO to execute necessary agreements between Central Health and Travis County, and Mazars USA.<sup>3</sup>

General Item Description

Is this an informational or action item? Informational

Fiscal Impact N/A

Recommended Motion (if needed – action item) N/A

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

- Please note that this agenda item will be taken up at the discretion of the chair based on status
- 1) of the situation at the time of the meeting.

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

Estimated time needed for presentation & questions? TBD

Is closed session recommended? (Consult with attorneys.) Yes

Form Prepared By/Date Submitted: Briana Yanes/ October 19, 2023



# CENTRAL HEALTH

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## **BOARD MEETING**

**October 25, 2023**

## **REGULAR AGENDA ITEM 5**

Receive and discuss a briefing regarding *Travis County Healthcare District d/b/a Central Health v. Ascension Texas f/k/a Seton Healthcare Family*, Cause No. D-1-GN-23-000398.<sup>3</sup> (*Informational Item*)



**AGENDA ITEM SUBMISSION FORM**

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Agenda Item Meeting Date October 25, 2023

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

General Item Description Receive and discuss a briefing regarding *Travis County Healthcare District d/b/a Central Health v. Ascension Texas f/k/a Seton Healthcare Family*, Cause No. D-1-GN-23-000398.<sup>3</sup> (*Informational Item*)

Is this an informational or action item? Informational

Fiscal Impact N/A

Recommended Motion (if needed – action item) N/A

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

- 1) Briefing with legal counsel as needed. Please note that this agenda item will be taken up at the discretion of the chair based on status of the situation at the time of the meeting.
- 2) \_\_\_\_\_

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

Estimated time needed for presentation & questions? TBD

Is closed session recommended? (Consult with attorneys.) Yes

Form Prepared By/Date Submitted: Briana Yanes/ October 19, 2023



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## **BOARD MEETING**

**October 25, 2023**

## **REGULAR AGENDA ITEM 6**

Receive and discuss a briefing regarding *Birch, et al. v. Travis County Healthcare District d/b/a Central Health and Mike Geeslin*, Cause No. D-1-GN-17-005824 in the 345<sup>th</sup> District Court of Travis County.<sup>3</sup> (*Informational Item*)



**AGENDA ITEM SUBMISSION FORM**

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Agenda Item Meeting Date October 25, 2023

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

General Item Description Receive and discuss a briefing regarding Birch, et al. V. Travis County Healthcare District d/b/a Central Health and Mike Geeslin, Cause No. D-1-GN-17-005824 in the 345th District Court of Travis County.

Is this an informational or action item? Informational

Fiscal Impact N/A

Recommended Motion (if needed – action item) N/A

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

- 1) Briefing with legal counsel as needed. Please note that this agenda item will be taken up at the discretion of the chair based on status of the situation at the time of the meeting.
- 2) \_\_\_\_\_

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

Estimated time needed for presentation & questions? TBD

Is closed session recommended? (Consult with attorneys.) Yes

Form Prepared By/Date Submitted: Briana Yanes/ October 19, 2023



# 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.

*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.

## **BOARD MEETING**

**October 25, 2023**

## **REGULAR AGENDA ITEM 7**

Confirm the next regular Board meeting date, time, and location. (*Informational Item*)