



# 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.

## **EXECUTIVE COMMITTEE MEETING**

**Wednesday, September 6, 2023, 3:00 p.m.**

**Or immediately following the Budget and Finance Committee Meeting**

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

**A quorum of the Committee 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/88909841490?pwd=UlhHT0l4S3V4YUI4QmhiYnA4REUzZz09>

Meeting ID: 889 0984 1490

Passcode: 000266

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

<https://www.youtube.com/watch?v=FyK4AB-CtnY>

Or to participate by telephone only:

Dial: (346) 248 7799

Meeting ID: 889 0984 1490

Passcode: 000266

The Committee 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 Committee 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 September 6, 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.

## **PUBLIC COMMUNICATION**

Public Communication rules for Central Health Board and Committee meetings include setting a fixed amount of time per person to speak and limiting Committee responses to public inquiries, if any, to statements of specific factual information or existing policy.

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

1. Approve the minutes of the Central Health Executive Committee July 26 and August 23, 2023 meetings. (*Action Item*)
2. Review and provide direction to staff on the prioritization and tentative scheduling of items for consideration at future Central Health Board and Committee meetings. (*Informational Item*)
3. Discuss and take appropriate action on oversight of Central Health funded entities and others to which the Central Health Board appoints governing or advisory members. (*Action Item*)
4. Confirm the next regular Executive Committee meeting date, time, and location. (*Informational Item*)

Notes:

- <sup>1</sup> This meeting may include one member of the Executive Committee 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 St., 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 Executive Committee 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 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 Committee 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. If a quorum of the Executive Committee is not present, the items on this agenda may be taken up by the full Board of Managers in the meeting posted at the same time and location.

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 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.

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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## **CENTRAL HEALTH BOARD OF MANAGERS EXECUTIVE COMMITTEE**

### **September 6, 2023**

## **AGENDA ITEM 1**

Approve the minutes of the Central Health Executive Committee July 26 and August 23, 2023 meetings. (*Action Item*)

MINUTES OF MEETING – JULY 26, 2023  
CENTRAL HEALTH  
EXECUTIVE COMMITTEE

On Wednesday, July 26, 2023, a meeting of the Central Health Executive Committee convened in open session at 5:30 p.m. remotely by toll-free videoconference and in person at the Central Health Administrative Offices. Clerk for the meeting was Briana Yanes.

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**Committee members present in-person at Central Health:** Chair Bell, Vice Chair Brinson, and Treasurer Museitif

**Committee members present via video and audio:** Secretary Valadez

**Board members present in-person at Central Health:** Manager Jones, Manager Martin, Manager Kitchen, Manager Zamora, and Manager Motwani

**PUBLIC COMMUNICATION**

**Clerk's Notes:** Public Communication began at 5:31 p.m. Briana Yanes announced that no speakers signed up for Public Communication.

**AGENDA**

**1. Approve the minutes of the Central Health Executive Committee June 14, 2023 meeting.**

**Clerk's Notes:** Discussion on this item began at 5:31 p.m.

At 5:31 p.m. Manager Museitif moved that the Committee approve the minutes of the Central Health Executive Committee June 14, 2023 meeting.

Manager Brinson seconded the motion.

Chairperson Charles Bell	For
Vice Chairperson Cynthia Brinson	For
Treasurer Maram Museitif	For
Secretary Cynthia Valadez	For

**2. Review and provide direction to staff on the prioritization and tentative scheduling of items for consideration at future Central Health Board and Committee meetings.**

**Clerk's Notes:** Discussion on this item began at 5:32 p.m. Ms. Briana Yanes, Board Governance Manager, briefly reviewed tentative scheduled items for the August and September 2023 Board and Committee meetings. Managers asked that staff include the following updates on future agendas: a Capital City Innovation updates, MAP eligibility updates, discussions on agenda item time limits, and discussions on making Board meetings economically friendly.

**3. Discuss and take appropriate action on oversight of Central Health funded entities and others to which the Central Health Board appoints governing or advisory members.**

**Clerk's Notes:** Discussion on this item began at 5:41 p.m. This item was postponed to the next meeting.

4. **Discuss updates on a Performance Review contracted for by Travis County, including delegations to the President & CEO to execute necessary agreements between Central Health, Travis County, and Mazars USA.**

**Clerk's Notes:** Discussion on this item began at 5:42 p.m. Mr. Mike Geeslin, President & CEO, briefly announced that staff is waiting on a revised interlocal agreement that can be reviewed to make sure it addresses Board members concerns. This item will be placed on an upcoming meeting agenda in the event that a document is ready.

5. **Confirm the next regular Executive Committee meeting date, time, and location.**

At 5:45 p.m. Manager Brinson moved that the meeting adjourn.

Manager Museitif seconded the motion.

Chairperson Charles Bell	For
Vice Chairperson Cynthia Brinson	For
Treasurer Maram Museitif	For
Secretary Cynthia Valadez	For

The meeting was adjourned at 5:46 p.m.

ATTESTED TO BY:

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Charles Bell, Chairperson  
Central Health Executive Committee

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Cynthia Valadez, Secretary  
Central Health Board of Managers

MINUTES OF MEETING – AUGUST 23, 2023  
CENTRAL HEALTH  
EXECUTIVE COMMITTEE

On Wednesday, August 23, 2023, a meeting of the Central Health Executive Committee convened in open session at 8:07 p.m. remotely by toll-free videoconference and in person at the Central Health Administrative Offices. Clerk for the meeting was Briana Yanes.

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**Committee members present in-person at Central Health:** Chair Bell, Treasurer Museitif, and Secretary Valadez

**Board members present in-person at Central Health:** Manager Motwani, Manager Martin, Manager Zamora, and Manager Jones

**Absent:** Vice-Chair Brinson

**PUBLIC COMMUNICATION**

**Clerk’s Notes:** Public Communication began at 8:08 p.m. Chair Bell announced that no speakers signed up for Public Communication.

**AGENDA**

**1. Approve the minutes of the Central Health Executive Committee July 26, 2023 meeting.**

**Clerk’s Notes:** This item was not taken up due to time and will be added to the next meeting agenda.

**2. Review and provide direction to staff on the prioritization and tentative scheduling of items for consideration at future Central Health Board and Committee meetings.**

**Clerk’s Notes:** This item was not taken up due to time and will be added to the next meeting agenda.

**3. Discuss and provide direction to staff on making Board meetings materials more environmentally friendly.**

**Clerk’s Notes:** This item was not taken up due to time and will be added to the next meeting agenda.

**4. Discuss and take appropriate action on oversight of Central Health funded entities and others to which the Central Health Board appoints governing or advisory members.**

**Clerk’s Notes:** This item was not taken up due to time and will be added to the next meeting agenda.

**5. Confirm the next regular Executive Committee meeting date, time, and location.**

At 8:09 p.m. Manager Valadez moved that the meeting adjourn.

Manager Museitif seconded the motion.

Chairperson Charles Bell	For
Vice Chairperson Cynthia Brinson	Absent
Treasurer Maram Museitif	For
Secretary Cynthia Valadez	For

The meeting was adjourned at 8:09 p.m.

ATTESTED TO BY:

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Charles Bell, Chairperson  
Central Health Executive Committee

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Cynthia Valadez, Secretary  
Central Health Board of Managers



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## **CENTRAL HEALTH BOARD OF MANAGERS EXECUTIVE COMMITTEE**

### **September 6, 2023**

## **AGENDA ITEM 2**

Review and provide direction to staff on the prioritization and tentative scheduling of items for consideration at future Central Health Board and Committee meetings. (*Informational Item*)



MEMORANDUM

**To:** Members of the Central Health Board of Managers Executive Committee  
**From:** Briana Yanes, Board Governance Manager  
**Cc:** Mike Geeslin, President & CEO  
**Date:** August 31, 2023  
**Re:** Review prioritization and tentative scheduling of items for consideration at future Central Health Board and Committee meetings. (Informational Item)

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**Overview:**

Attached are Quarter one (October) tentative agenda items for your review. To assist with planning of future Board meeting and committee agendas, we will review and discuss these items in Executive Committee.

**Action Requested:**

This is an informational item and requires no action.



## FY24 Quarter One Agenda Items

OCTOBER	NOVEMBER	DECEMBER
<p><b><u>Ad hoc Succession Committee- October 16, 2023:</u></b></p> <ul style="list-style-type: none"> <li>• Minutes</li> <li>• Candidate presentations</li> </ul>		
<p><b><u>Strategic Planning Committee- October 18, 2023:</u></b></p> <ul style="list-style-type: none"> <li>• Minutes</li> </ul>	<p><b><u>Strategic Planning Committee- November 8, 2023:</u></b></p> <ul style="list-style-type: none"> <li>• Minutes</li> <li>• CHIF update</li> </ul>	<p><b><u>Eastern Crescent Subcommittee and Strategic Planning Committee- December 6, 2023:</u></b></p>
<p><b><u>Ad hoc Bylaws Committee- October 25, 2023</u></b></p> <ul style="list-style-type: none"> <li>• Review changes</li> </ul>	<p><b><u>Ad hoc Bylaws Committee- November 15, 2023 (TENTATIVE)</u></b></p> <ul style="list-style-type: none"> <li>• Review changes</li> </ul>	
<p><b><u>Budget and Finance Committee- October 25, 2023:</u></b></p> <ul style="list-style-type: none"> <li>• Minutes</li> <li>• August and September financials and capital projects update</li> <li>• CommUnityCare budget</li> </ul>	<p><b><u>Budget and Finance Committee- November 15, 2023:</u></b></p> <ul style="list-style-type: none"> <li>• Minutes</li> <li>• October financials and capital projects update</li> <li>• Sendero budget</li> <li>• CUC and Sendero quarterly reports</li> </ul>	<p><b><u>Budget and Finance Committee- December 13, 2023:</u></b></p> <ul style="list-style-type: none"> <li>• Minutes</li> <li>• November financials and capital projects update</li> </ul>
<p><b><u>Executive Committee- October 25, 2023:</u></b></p> <ul style="list-style-type: none"> <li>• Minutes</li> <li>• Tentative schedules</li> <li>• CEO exit interview</li> <li>• Discuss research and survey reports and alignment with Board responsibilities and level of desired engagement, including but not limited to such reports regarding the monitoring of delivery of care, health outcomes, and other relevant information.</li> </ul>	<p><b><u>Executive Committee- November 15, 2023:</u></b></p> <ul style="list-style-type: none"> <li>• Minutes</li> <li>• Tentative schedules</li> <li>• Approve Calendar Year 2023 meeting dates</li> </ul>	<p><b><u>Executive Committee- December 13, 2023:</u></b></p> <ul style="list-style-type: none"> <li>• Minutes</li> <li>• Tentative schedules</li> </ul>

**FY24 Quarter One Agenda Items**

<p><b><u>Board of Managers- October 25, 2022</u></b></p> <p><b><u>Consent</u></b></p> <ul style="list-style-type: none"> <li>• Minutes</li> <li>• Investments</li> <li>• Sendero Board reappointments</li> </ul> <p><b><u>Financial</u></b></p> <ul style="list-style-type: none"> <li>• August and September financials</li> <li>• Update from TC Investments and Markets and approve FY23 Investment Policy</li> </ul> <p><b><u>Committee report outs as needed:</u></b></p> <p><b><u>Other</u></b></p> <ul style="list-style-type: none"> <li>• Guidehouse update</li> <li>• Brackenridge campus update</li> <li>• HR Updates: Department and leadership changes.</li> <li>• EEOC report/demographics</li> <li>• Integral Care update</li> </ul>	<p><b><u>Board of Managers- November 15, 2023</u></b></p> <p><b><u>Consent</u></b></p> <ul style="list-style-type: none"> <li>• Minutes</li> <li>• Investments</li> <li>• Approve Calendar Year 2023 meeting dates</li> <li>• Sendero budget approval</li> </ul> <p><b><u>Financial</u></b></p> <p><b><u>Committee report outs as needed:</u></b></p> <p><b><u>Other</u></b></p>	<p><b><u>Board of Managers- December 3, 2023</u></b></p> <p><b><u>Consent</u></b></p> <ul style="list-style-type: none"> <li>• Minutes</li> <li>• Investments</li> </ul> <p><b><u>Financial</u></b></p> <ul style="list-style-type: none"> <li>• October financials</li> </ul> <p><b><u>Committee report outs as needed:</u></b></p> <p><b><u>Other</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>
<p><b><u>Ad hoc Succession Committee- CEO first round interviews</u></b></p> <ul style="list-style-type: none"> <li>• Monday, October 30, 2023 (all day)</li> <li>• Tuesday, October 31, 2023 (all day)</li> </ul>		

**FY23 Central Health Adopted Budget Resolution**

Strategic Objectives	Report Out Month(s)	Reported
<b>Increase Access and Capacity</b>		
Continue site expansions with new health centers in Hornsby Bend, Del Valle and Colony Park areas	March/May, as needed	February 22, 2023 BOM Meeting, March 8.2023 ETC Meeting
Expansion of Specialty Care services, both contracted and direct	February	February 22, 2023 BOM Meeting
Develop multispecialty clinic at Rosewood-Zaragosa site	April/May	Memo- April 12, 2023 SPC Meeting , Presentation- May 24, 2023
Enhance Behavioral Health & Substance Use Treatment with Methadone Services	February	February 22, 2023 BOM Meeting
Continue implementation of Direct Practice of Medicine	February	February 22, 2023 BOM Meeting
Increase healthcare services purchased through contracted services as appropriate	April/May	Memo- April 12, 2023 SPC Meeting , Presentation- May 24, 2023
<b>Strategic Objectives</b>		
<b>Enhance Care Coordination with a Focus on Transitions of Care and Enabling Meaningful Information Sharing</b>		
Implement Epic electronic health record for Central Health	May	Memo- April 12, 2023 SPC Meeting , Presentation- May 24, 2023
Expand transitions of care program within Central Health’s practice of medicine	February	February 22, 2023 BOM Meeting
<b>Strategic Objectives</b>		
<b>Enhance Member Enrollment and Engagement</b>		
Implement MyChart patient portal	May	Memo- April 12, 2023 SPC Meeting , Presentation- May 24, 2023
Focus enhanced engagement in high-need planning and assessment regions and improve effectuation of care in the primary care setting.	April/May	Memo- April 12, 2023 SPC Meeting , Presentation- May 24, 2023
Within the CommUnityCare agreement for services, allocate \$290,000 for personnel costs to conduct outreach and patient engagement among men of color, and any concurrent opportunities for at-risk persons of affinity or proximity, who are low-income or residing in assessment regions with the highest social vulnerability scores as outlined in the Healthcare Equity Plan. Further, the funding of personnel costs will be concurrent with agreements between CommUnityCare and the Black Mens’ Clinic as detailed in a prospective engagement plan presented to the Central Health Board of Managers by CommUnityCare by the end of the First Quarter of Fiscal Year 2023, if not sooner.	December (Complete) July/August	December 14, 2022 BOM Meeting August 23, 2023 Budget and Finance Meeting

Strategic Objectives	Report Out Month(s)	
<b>Continue to Develop System of Care Infrastructure</b>		
Complete development and adoption of service delivery operational implementation and financial sustainability plans, alignment, and accountability.	Monthly	October 12, 2022 SPC Meeting, December 14, 2022, January 18, 2023 SPC Meeting, BOM Meeting, February 22, 2023 BOM Meeting, April 26, BOM Meeting
Continue to develop and implement a hospital care and services funding model that is transparent and structured such that any funding commitments and assumptions of risk ensure optimum use of local tax dollars and other public funds to improve health of population to be served.	At least quarterly but up to monthly	Closed session discussions
Continue development of direct clinical practice infrastructure	April/May	Memo- April 12, 2023 SPC Meeting , Presentation- May 24, 2023
Include cancer screening, diagnosis, and treatment services as service lines are developed for staging of priorities within the Healthcare Equity Plan, and further provide a descriptive summary of the landscape for cancer prevention and care in Travis County.	July/August	August 23, 2023 BOM Meeting
<p>Central Health staff will present to the Central Health Board of Managers a defined reporting matrix, in collaboration with UT-Austin and the Dell Medical School and consistent with all terms of the Affiliation Agreement, that will include details on the clear reporting of the expenditures from the Permitted Investment Payment (\$35,000,000 per year) related to each of the six categories of Permitted Investments and other obligations within the Affiliation Agreement.</p> <p>1. The reporting matrix shall include, but is not limited to, the information requested by the Central Health Board of Managers in advance of the July 27, 2022 Board Meeting, and to the extent possible any subsequent requests.</p> <p>2. This matrix shall be developed by December 1, 2022 and presented at the following Board of Managers meeting.</p> <p>3. The reporting information shall be provided to the Central Health Board of Managers on a schedule beginning January 31, 2023 and continuing through January 31, 2024, with specific reporting elements and intervals in accordance with the agendas for the Board of Managers' meetings.</p> <p>4. Concurrently, the Board and CEO, and other staff as designated, shall continue to optimize all the provisions, including the enforcement remedies, in the affiliation agreement for the benefit of the patients served by or eligible for the Medical Access Program.</p>	January	Maxtrix presented- December 14, 2022 BOM Meeting

Strategic Objectives	Report Out Month(s)	
<b>Support Operations</b>		
Increase support for active and future facilities construction and maintenance	<ul style="list-style-type: none"> <li>•Part of FY 2024 budget development and any new business cases.</li> <li>•Memo with update August 2023</li> </ul>	June BOM Meeting
Expand human resources department to support growing organization and new practice of medicine	Quarterly, reflecting the most current month of information.	
Evaluate and implement CLAS (Culturally and linguistically appropriate services) standards	Preliminary findings by May; Report August	
Centralize and develop a visible and robust risk management program	July/August	
Enhance records management program	March	
Expand resources to support new eastern Travis County Health and Wellness operations	July/August	
Expand joint technology to support additional technology and security systems	April/August	
Utilize health system resources to leverage healthcare infrastructure	TBD	
Develop HUB policy recommendations and finalize planning to implement program	<p>Reported overview of new program in November to Board; Proceeding with implementation. Report out schedule:</p> <ul style="list-style-type: none"> <li>-February: FY22 HUB report presentation and verbal update on HUB implementation</li> <li>-July/August: Written update on HUB program implementation progress</li> <li>-September: Written update on HUB program implementation progress</li> </ul>	
Staff will procure services necessary to conduct the five-year performance review. Further, as part of the performance review, staff will present information on the major past events, conditions, and circumstances that have influenced the strategic direction of the Travis County Health Care District. This information will also be shared for the benefit of developing the Healthcare Equity - Operational and Financial Sustainability Plan pursuant to Section B.	TBD	



# CENTRAL HEALTH

## **Our Vision**

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## **Our Values**

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## **CENTRAL HEALTH BOARD OF MANAGERS EXECUTIVE COMMITTEE**

### **September 6, 2023**

## **AGENDA ITEM 3**

Discuss and take appropriate action on oversight of Central Health funded entities and others to which the Central Health Board appoints governing or advisory members. (*Action 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 September 6, 2023

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

General Item Description Discuss oversight of funded and appointed entities.

Is this an informational or action item? Possible action item

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) In March 2023, the Board received a high-level update on oversight of affiliated entities.
- 2) The next step will be to focus on Scope of Deliberations.

From the March 2023 discussion:

Scope of Deliberations. Determine what issues will be deliberated and ultimately what will be presented to the full Board and action sought.

E.g., Purpose of oversight, proper role of the CH Board, timelines, governing documents for oversight, etc.

- 3) Allowance for Subject Matter Experts to provide information and respond to questions.

The discussion at the Executive Committee will frame the general oversight approach and set the stage for future discussion with the full board, placement on regular or consent agenda, or other

- 4) action.

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

Estimated time needed for presentation & questions? 15 minutes





Is closed session recommended? (Consult with attorneys.)

No

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Form Prepared By/Date Submitted:

Briana Yanes and Mike Geeslin/ September 1, 2023

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## Discussion Guide – Central Health Board of Managers Oversight of Select Entities

*\* This discussion guide is not a legal memorandum*

### Overview & Recap

In March 2023, the Board reviewed a graphic and text outline of the current oversight structure for entities for which oversight has traditionally occurred (attached, see *Excerpts from March 2023 Presentation*).

The next step will be to focus on Scope of Deliberations. From the March 2023 discussion:

Scope of Deliberations. Determine what issues will be deliberated and ultimately what will be presented to the full Board and action sought.

E.g., Purpose of oversight, proper role of the CH Board, timelines, governing documents for oversight, etc.

Allowance for Subject Matter Experts to provide information and respond to questions.

### Framing Criteria

There are numerous philosophical and practical questions related to oversight of entities conducted by political subdivision boards, such as the Central Health Board of Managers (CHBOM). Rather than identifying and dispositively answering all the possible questions up-front, I'll present a few framing criteria:

1. **Meaning of "Oversight."** There is not a single or exclusive definition for the word "oversight" that applies to hospital districts. There is, however, a legal fiduciary duty based on the principles of duty, loyalty, and care.
2. **Focus and Prioritization.** The recommended focus, initially, is the larger of the funded and CHBOM board-appointee entities of Central Health: Sendero, CommUnityCare (CUC), and Integral Care (IC). Secondarily in sequence for future conversations, but not importance are: 1) Entities that receive substantial funding though do not have appointments to governing boards; e.g., UT Austin Dell Medical School; and 2) All others having CHBOM appointment of board members or liaisons and/or smaller fiscal consideration than Sendero, CUC, IC, or UT Dell Med; e.g. Community Care Collaborative, Capital City Innovation, Council of Government, etc.

From the above criteria, we can posit the following:

- **Define.** Oversight needs to be defined by the CHBOM and understood by the overseen organization(s).
- **Prioritize.** Oversight for the larger funded entities will require significant effort. Other entities have very little or no oversight at all because the CHBOM merely appoints or delegates a person to serve on an advisory board representing Central Health, i.e., there is no governing role for Central Health.
- **Allow for Variance.** Oversight will vary by organization given how funds and governance are linked with Central Health, e.g., statutory, by agreement or contract, budget allocation, investment versus transactional, etc.

### **Defining Oversight**

- Purpose – What is the purpose of oversight? Given organizations have separate boards, management teams, governing law, etc. what duty or imperative does the CHBOM have?
- Scope, Depth, and Standardization - Is there a common approach that applies to multiple organizations? Are there specific oversight elements that are unique to a single organization? What is the proper role or posture for the CHBOM, e.g., strategic alignment, activity monitoring, awareness, directive (and in what instances), what requires board engagement vs. management?
- Key Oversight Means
  - Board appointments and reports from appointees.
  - Fiscal approvals, e.g., budgets.
  - Operational approvals, e.g., business plan approvals for new insurance products (Sendero).
  - Foundational agreements & jointly recognized documents, including formal strategic directions and priorities established by the Central Health Board.
  - Central Health Bylaws and bylaws or charters (or equivalent) of the organization of which oversight will occur.
- Other Means of Oversight
  - Central Health budgets, Board resolutions, and regular financial reports that delineate relationships with other organizations.
  - Quarterly or other established reports from organizations, the formats of which were recently revised by the Central Health Board.
  - Ad hoc updates, and the natural cycle for updates based on fiscal year activity or fulfillment of contractual obligations.

### **Prioritize the Oversight**

- Allocation of Time by Organization Characteristics: Consider the magnitude of funding involved, whether there is an appointment to the governing board, requirements of the Central Health Board, and the level of impact that an organization has on serving the safety net population.
- For reporting items, indicate what is more important to the Central Health Board (or rank priorities of items).

### **Allow for Variance**

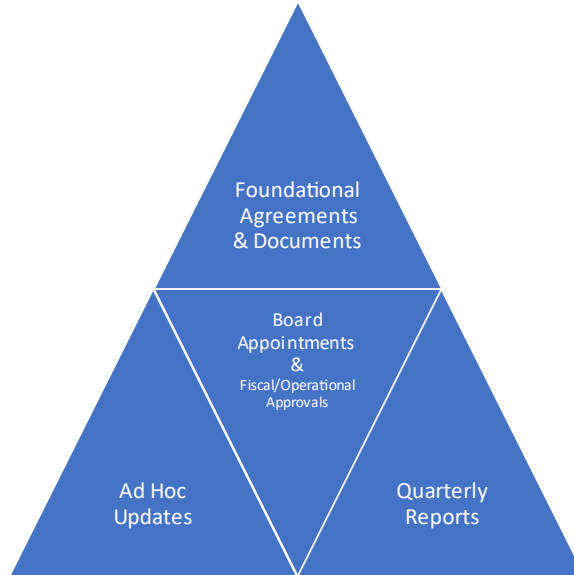
- Public emergencies or disaster response activities can impact reporting organizations.
- Organizational situations can also affect adherence to oversight, e.g., changes in leadership or regulatory requirements.

**Next Steps – Timeline Elements (Target Completion Periods TBD)**

- Conclude discussion on Definition, Prioritization, and Variance. Include Subject Matter Experts as needed.
- Decide on approach to socialize with other entities boards/management teams.
- Consider: Five-Year Performance Review Conclusions (January 2024), New CEOs for Sendero and Central Health, Central Health’s Health Equity/Operational and Financial Sustainability Planning
- Propose target completion periods for both oversight approach(es) and period of official implementation.
- Determine whether the Executive Committee adopts oversight approach or recommends adoption to the CHBOM.

###

## Excerpts from March 2023 Presentation



- **Forum.** Decide which committee will deliberate *Recommendation: Executive*
- **Scope of Deliberations.** Determine what issues will be deliberated and ultimately what will be presented to the full Board and action sought
  - E.g., Purpose of oversight, proper role of the CH Board, timelines, governing documents for oversight, etc.
  - Allowance for Subject Matter Experts to provide information and respond to questions
- **Timeline.** TBD



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## **CENTRAL HEALTH BOARD OF MANAGERS EXECUTIVE COMMITTEE**

### **September 6, 2023**

## **AGENDA ITEM 4**

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