



# CENTRAL HEALTH

## **Our Vision**

Central Texas is a model healthy community.

## **Our Mission**

By caring for those who need it most, Central Health improves the health of our community.

## **Our Values**

Central Health will achieve excellence through:

*Stewardship* - We maintain public trust through fiscal discipline and open and transparent communication.

*Innovation* - We create solutions to improve healthcare access.

*Respect* - We honor our relationship with those we serve and those with whom we work.

*Collaboration* - We partner with others to improve the health of our community.

## **BOARD OF MANAGERS SPECIAL CALLED MEETING Tuesday, March 23, 2021, 5:00 p.m. via toll-free videoconference<sup>1</sup>**

Members of the public may observe and participate in the meeting by connecting to the Ring Central meeting link listed below (copy and paste into your web browser):

<https://meetings.ringcentral.com/j/1450703849?pwd=YjFFMWRPTGt0cVVNK3JxQTBFSUtmdz09>

Password: 854574

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

Dial: (888) 501-0031

Meeting ID: 145 070 3849

Password: 854574

A member of the public who wishes to make comments during Public Communication must properly register with Central Health **no later than 3:30 p.m. on March 23, 2021**. Registration can be completed in one of two ways:

- Complete the virtual sign-in form at <https://www.centralhealth.net/meeting-sign-up/>, or
- Call 512-978-9190. Please leave a voice message with your full name and your request to comment via telephone at the meeting.

## **PUBLIC COMMUNICATION**

Central Health will conduct Public Communication in the same manner as it has been conducted at in-person meetings, including setting a fixed amount of time per person to speak and limiting Board responses to public inquiries, if any, to statements of specific factual information or existing policy.

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

1. Receive an update from the Health Alliance for Austin Musicians (HAAM) on 2021 ACA enrollment and outreach activities, including during the special enrollment period. (*Informational Item*)

2. Receive and discuss an update regarding Sendero Health Plans, Inc., including 2021 ACA enrollment and financial updates.<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 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>4, 5</sup> (*Informational Item*)

Notes:

- <sup>1</sup> By Emergency Executive Order of the Governor, issued March 16, 2020, Central Health may hold a videoconference meeting with no Board members present at a physical meeting location.
- <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 §551.085 (Governing Body of Certain Providers of Health Care Services).
- <sup>4</sup> Possible closed session discussion under Texas Government Code §551.072 (Deliberation Regarding Real Property).
- <sup>5</sup> Possible closed session discussion under Texas Government Code §551.071 (Consultation with Attorney).

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.



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## **BOARD MEETING**

**March 23, 2021**

## **REGULAR AGENDA ITEM 1**

Receive an update from the Health Alliance for Austin Musicians (HAAM) on 2021 ACA enrollment and outreach activities, including during the special enrollment period.



**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 March 23, 2021

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

General Item Description Discuss ACA enrollment and outreach activities, including special enrollment period

Is this an informational or action item? Informational

Fiscal Impact Unknown

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

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

- 1) Update on ACA enrollment outcomes for 2021 enrollment
- 2) ACA outreach
- 3) Discussion of ACA Special Enrollment Period
- 4) \_\_\_\_\_
- 5) \_\_\_\_\_

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

Estimated time needed for presentation & questions? 20 minutes

Is closed session recommended? (Consult with attorneys.)  
\_\_\_\_\_

Form Prepared By/Date Submitted: Jeff Knodel 3/12/21

# Central Health + HAAM

## 2021 PREMIUM ASSISTANCE REPORT

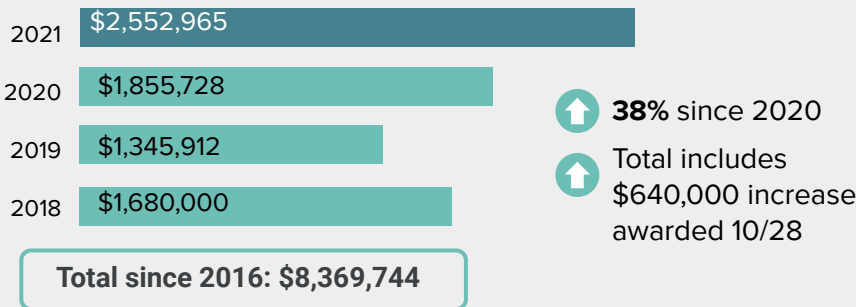
February 2021



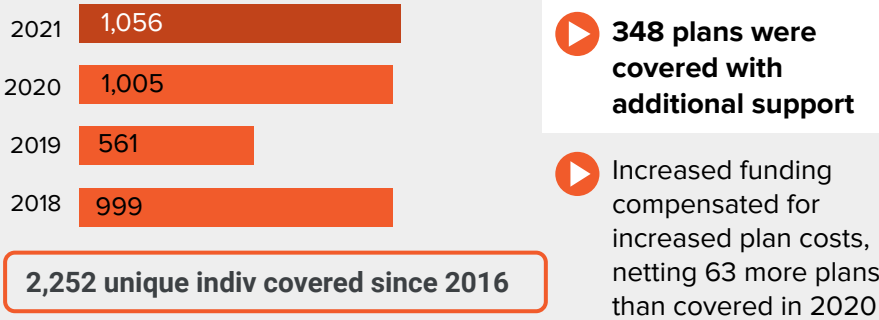
### ACA Open Enrollment and Central Health Premium Assistance

#### Summary

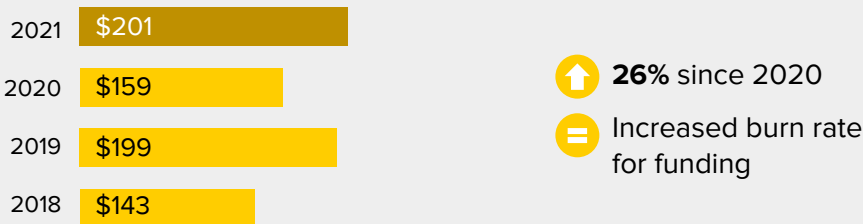
##### CH Funding Paid to Sendero for 12 mos of Coverage



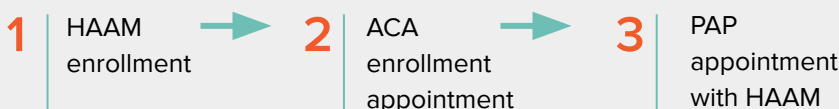
##### HAAM Musician Plans Covered



##### Avg Cost of Sendero Plan



#### Virtual Enrollment Flow



### 2021 Open Enrollment Timeline

#### AUGUST

- Phone banking + email outreach
- 2021 new partner collaborations begin

#### SEPTEMBER

- Enrollment appt booking opens
- Outreach continues, partner collaboration builds, targeted inclusive messaging
- Translation of all OE materials

#### OCTOBER

- OE staff hired and trained
- \$640K increase in funding awarded on 10/28
- 1390 appts scheduled by Nov 1
- HAAM, CH and community org outreach media campaigns launch

#### NOVEMBER

- 11/1 OE begins
- Messaging campaigns continue
- Partner toolkit distributed
- Interactive information session

Nov 1- Dec 15 OE

#### DECEMBER

- Concentrated outreach efforts final weeks
- 12/15 OE ends
- ACA plan troubleshooting begins
- PAP payments begin

#### JANUARY

- 1/1 ACA plans effectuate
- Effectuation troubleshooting continues
- Health navigation for insurance literacy
- Data/analytics on OE outcomes begins

# Open Enrollment Successes & Challenges

## Successes



**55**

**community organizations engaged** as outreach partners and ambassadors



**665**

**direct outreach attempts to musicians of color** from Aug-Dec over phone, email, text, social



**1261**

**total individuals** (dependents included) covered by CH PAP plans for 2021



**20k +**

**people reached** through social media and traditional media campaigns

- ✓ **HAAM outperformed years past** in **total enrollment** across the organization
- ✓ **20% increase in new musicians of color joining CH PAP**
- ✓ **34% of all new musicians enrolled in HAAM for 2021 are musicians of color**, rising throughout the year
- ✓ **Successful and valuable outreach** performed over the recent six months
- ✓ **High impact social media campaign** achieved broad reach to diverse populations
- ✓ **Central Health funding leveraged** to build an even broader base of support, including City of Austin funding

## Challenges

- **461 musicians eligible but not enrolled** in CH PAP (limited by \$1,111,932 funding gap)
- **Compact timeline** for matching CH PAP enrollment with outreach response
- **Extra PAP funding received** after efforts launched
- **COVID-19 restrictions:** all-virtual, limited access to musicians, financial devastation of music industry
- **Resources stretched** for Outreach Partnership Program
- **Increased premium costs**, limited the number of lives covered
- **Limited impact of PTCs** due to Sendero Health Plans premium price ranking within the Marketplace

New musicians brought into HAAM and Central Health PAP through Open Enrollment 2021 demonstrate the efforts of comprehensive outreach efforts.

### 2021 Musicians in Central Health PAP

31% of all musicians enrolled CH PAP for 2021 are musicians of color

**Total CH PAP** Total enrolled: 1101

- 31% of all 2021 CH PAP enrollees are musicians of color
- 338 of all CH PAP enrollees are musicians of color
- With SEP PAP funding we anticipate representation rise, underway outreach efforts continue to demonstrate impact

	#	%
American Indian/Alaska Native	10	0.91%
Asia	31	2.82%
Black or African American	68	6.18%
Hispanic/Latinx	195	17.71%
Not Listed	31	2.82%
Pacific Islander	3	0.27%
White	763	69.30%
<b>Total Musicians of Color</b>	<b>338</b>	<b>30.71%</b>
Gender: Female	305	27.70%
Gender: Male	779	70.75%
Non-binary/other:	17	1.54%

### 2021 New Musicians in Central Health PAP

52% of all new CH PAP enrollees for 2021 are musicians of color

**New CH PAP** Total enrolled: 114

- Up from 32% in 2020, a 20% increase in musician of color representation
- 59 out of 114 musicians newly enrolled in CH PAP for 2021 are musicians of color

	#	%
American Indian/Alaska Native	2	1.75%
Asia	4	3.51%
Black or African American	14	12.28%
Hispanic/Latinx	29	25.44%
Not Listed	8	7.02%
Pacific Islander	2	1.75%
White	55	48.25%
<b>Total Musicians of Color</b>	<b>59</b>	<b>51.75%</b>
Gender: Female	30	26%
Gender: Male	79	69%
Non-binary/other:	5	4.36%

# Comparison Demographic Data

	Caucasian		Hispanic/Latinx		Black/African American		Asian		American Indian/Alaska Native		Pacific Islander		other	
	%	#	%	#	%	#	%	#	%	#	%	#	%	#
	<b>Travis County Demographics</b>	49%		34%		8%		7%		1%		0.10%		3%
<b>Austin Music Census Demographics</b>	67%		10%		4%		2%		3%		0%		6%	
<b>2016 HAAM Member Demographics</b>	76%	1300	14%	240	4%	61	2%	30	1%	16	0.35%	6	10%	50
<b>2017 HAAM Member Demographics</b>	75%	1556	15%	313	4%	80	2%	38	1%	23	0.38%	8	10%	64
<b>2018 HAAM Member Demographics</b>	73%	1852	16%	405	4%	98	2%	51	1%	30	0.39%	10	10%	107
<b>2019 HAAM Member Demographics</b>	71%	1821	16%	403	4%	105	2%	57	1%	29	0.39%	10	10%	144
<b>2020 HAAM Member Demographics</b>	69%	1809	16%	424	5%	124	2%	58	1%	32	0.38%	10	7%	182
<b>2021 HAAM Member Demographics</b>	74%	1975	15%	430	5%	154	2%	67	1%	45	0.4%	11	2%	66
<b>2021 CH PAP</b>	69.30%	763	17.71%	195	6.18%	68	2.82%	31	0.91%	10	0.27%	3	0	0

	Male		Female		Non-Binary/Third Gender		Prefer to Self Describe	
	%	#	%	#	%	#	%	#

<b>Travis County Demographics</b>	50.50%		49.50%		Unavailable		Unavailable	
<b>Austin Music Census Demographics</b>	80%		20%		Unavailable		Unavailable	
<b>2016 HAAM Member Demographics</b>	76%	1447	24%	458	0.05%	1	0.00%	0
<b>2017 HAAM Member Demographics</b>	74%	1648	25%	562	0.18%	4	0.00%	0
<b>2018 HAAM Member Demographics</b>	74%	1979	26%	693	0.22%	6	0.00%	0
<b>2019 HAAM Member Demographics</b>	74%	1920	26%	680	0.42%	11	0.04%	1
<b>2020 HAAM Member Demographics</b>	72%	1998	27%	740	1.12%	28	0.00%	0
<b>2021 HAAM Member Demographics</b>	72%	1967	27%	741	1.39%	38	0.00%	0
<b>2021 CH PAP</b>	70.75%	779	27.70%	305	1.45%	16	0.09%	1





## Outreach Efforts

As part of addressing long standing health inequities and disparities, HAAM outreach efforts are designed to reach Austin area musicians of color and amplify their access to marketplace insurance, Central Health premium assistance, and HAAM health resource offerings. Outreach programming aims to increase enrollment, engagement, cultural and linguistic competency and improve health outcomes all the while tracking the effectiveness of the outreach efforts.

## CH + HAAM Media Campaign Collaboration

Spanish + English TV  
Care to Share Holiday Video Series

Spanish + English Radio  
Marketplace OE Soundbites

## Community Partnership

- Partnership development with local organizations rooted in communities including musicians of color
- Partner consultation to guide HAAM outreach efforts and organization development
- Traditional outreach to musicians of color through phone, text and email
- In- person outreach on hold due to Covid

## Spokespeople

- Collaboration with over 20 musicians of color, community leaders, current or past recipients of HAAM benefits
- Advocating and endorsing HAAM + ACA Open Enrollment
- Producing video + social media content, representing HAAM
- Robocall voice messaging to over 3400 musicians

## Outreach Toolkit for Partners

- [Toolkit](#) shared with over 55 local community organizations, offering ready-to-use outreach materials
- All toolkit materials and communication provided in both Spanish and English

## Outreach Videos

- Collaborative efforts with partner organizations, featuring musicians of color, personal testimonials + OE
- Broad partner + HAAM sharing over social media, email and newsletters
- Bilingual [Spanish](#) and [English](#) videos

## Interactive Information Session

- For and by musicians of color interested in HAAM and ACA enrollment
- Bilingual, live question and answer video session, led by bilingual HAAM staff and HAAM musicians
- Invitation through outreach partner channels and social media



*After having a stage 4 cancer diagnosis, without enrollment in the marketplace with premium assistance to cover the cost my choice would have been to forgo treatment and my children probably wouldn't have a mother right now."*

- Sevylla del Mazo, musician and CH PAP recipient



**HAAM is grateful for the strong collaboration with Central Health + Sendero and for the support that makes insurance coverage affordable for HAAM musicians.** The Central Health Premium Assistance program in partnership with Sendero is an exceptionally high value, essential resource for HAAM musicians that has even more powerful impact during the difficult COVID-19 crisis. The 5 year partnership between Sendero, Central Health and HAAM has resulted in more than 2250 musicians securing stable health insurance coverage, profound health and financial outcomes for this low income, high needs population.

## Highlights

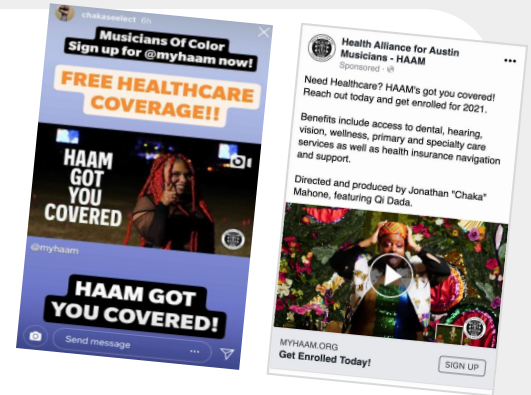
HAAM's comprehensive efforts throughout the 2020 Open Enrollment season to reach Austin musicians used both traditional and innovative methods, now continuing into 2021. Each campaign was designed alongside the community with intentional focus on reaching musicians of color and inviting enrollment into HAAM + CH PAP.



### Social Media Campaign

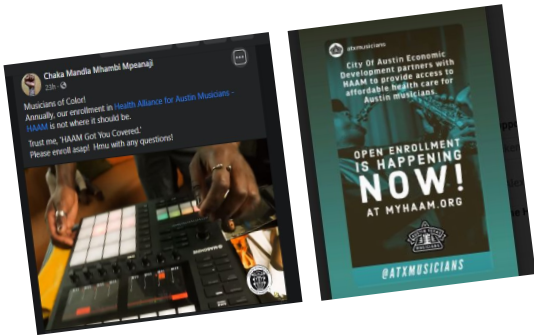
Organic posts, ads and stories, reaching over 16k people, engaging hundreds of users through Instagram and Facebook

Featuring outreach spokespeople: Chaka, Ladi Earth, Facade HQ, Sevylla Del Mazo, Qi Dada, Eimara Sol, Alex Marrero and others



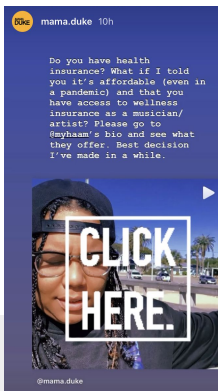
### Central Health Media Campaign

Radio + TV interviews in English and Spanish, with Sevylla del Mazo



### Partner organizations

55 community orgs spread the Outreach Toolkit messaging about ACA enrollment



### Robocall phone messaging

to over 3400 eligible musicians from local rapper, Mama Duke

## Existing Investment

Central Health's PAP funding of \$2,552,965 was leveraged by drawing down \$6,133,817 in federal dollars.

A **\$8,686,782** investment in the local community for 2021



Funneling federal funds into local health systems



full fee payment to local providers



increasing all around access to care

## Outstanding Need

With **further investment of \$500,000** to the CH HAAM PAP Program HAAM could enroll an



**additional 275 musicians**

through the re-opening of the ACA Marketplace from the pool of 399 applicants deemed eligible during Open Enrollment, after funding was exhausted.

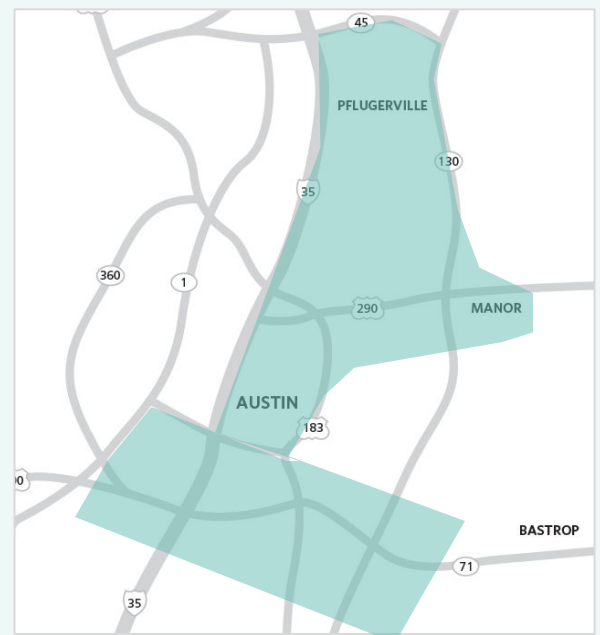


This additional funding would draw down \$1,198,011 in federal dollars (PTCs), resulting in a further

**additional community impact of \$1,698,011**

## Focus Areas

Based on current data, **80% of all CH PAP-eligible HAAM musicians reside in regions overlapping with many CH focus areas: South, Southeast, East Central, Northeast, North Central, Manor and Pflugerville**



# Central Health + HAAM

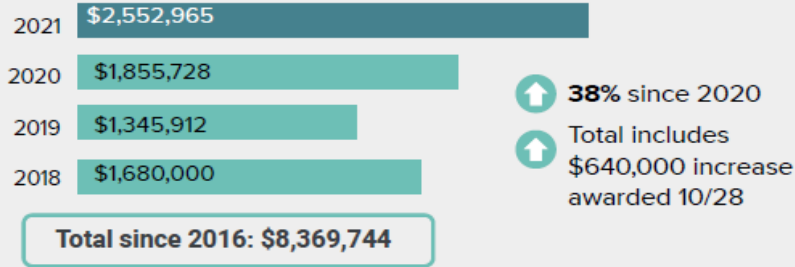
## 2021 PREMIUM ASSISTANCE REPORT

Data current during February 2021

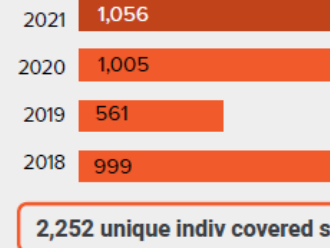


## ACA Open Enrollment and Central Health Premium Assistance Summary

### CH Funding Paid to Sendero for 12 mos of Coverage



### HAAM Musician Plans Covered



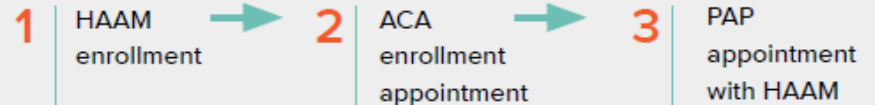
▶ **348 plans were covered with additional support**

▶ Increased funding compensated for increased plan costs, netting 63 more plans than covered in 2020

### Avg Cost of Sendero Plan



### Virtual Enrollment Flow



# Central Health + HAAM

## 2021 PREMIUM ASSISTANCE REPORT

### Outreach Efforts **Summary**

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CENTRAL  
HEALTH



665

**direct outreach  
attempts to musicians  
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Aug-Dec over phone,  
email, text, social



55

**community  
organizations  
engaged** as outreach  
partners and  
ambassadors

# Central Health + HAAM

## 2021 PREMIUM ASSISTANCE REPORT



CENTRAL  
HEALTH

### Outreach Efforts **Summary**

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plans for 2021



**20k +**

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# Central Health + HAAM

## 2021 PREMIUM ASSISTANCE REPORT



### Outreach **Summary**

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# Central Health + HAAM

## 2021 SPECIAL ENROLLMENT REQUEST



Special Enrollment Period **Feb 15** **May 15**

### Existing Investment

Prior to the American Rescue Plan Act of 2021, Central Health's PAP funding of \$2,552,965 was leveraged by drawing down \$6,133,817 in federal dollars. A **\$8,686,782** investment in the local community for 2021



Funneling federal funds into local health systems



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### Outstanding Need\*

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This additional funding would draw down \$1,198,011 in federal dollars (PTCs), resulting in a further

**additional community impact of \$1,698,011**

\* Outstanding need based on data prior to the American Rescue Plan Act of 2021





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## **BOARD MEETING**

**March 23, 2021**

## **REGULAR AGENDA ITEM 2**

Receive and discuss an update regarding Sendero Health Plans, Inc., including 2021 ACA enrollment and financial updates.<sup>3</sup>



**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 March 24, 2021

Who will present the agenda item? (Name, Title) Sendero – Wes Durkalski

General Item Description Sendero Update

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) Update on FY2020 fiscal results
- 2) Update on FY2021 ACA Enrollment
- 3) Discussion of financial projections
- 4) Discussion of third-party actuarial update
- 5) Update on FY2022 business model

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

Estimated time needed for presentation & questions? 40 minutes

Is closed session recommended? (Consult with attorneys.) Partial upon discussion with attorneys

Form Prepared By/Date Submitted: Jeff Knodel/3/15/21



**SENDERO  
HEALTH PLANS**

**CENTRAL HEALTH  
BOARD OF MANAGERS**

March 23<sup>rd</sup>, 2021

**BOARD MEETING**





# Sendero Update Agenda

- i. Fiscal Year 2020 Results
- ii. 2021 Membership
- iii. NovaRest Independent Actuarial Review and Projections
- iv. Sendero Projections Summary
- v. Business Model and Strategy (*transition to closed session*)

*All informational items, no specific Action requested today.*



# Sendero Updates

- i. FY 2020 ending capital of \$15.2m with 360% RBC\* after Statutory Income of (\$6.6M)

\* RBC = Risk Based Capital ratio target of >300%

- ii. 2021 Membership: 7,650 projected average for the year

- 657 CHAP Expansion members
- 1,233 other premium assistance members (HAAM/SIMS & MAP)
- Special Enrollment Period (SEP) and new APTC (premium assistance) guidelines will favorably impact the community and Sendero
- Membership projected to stay level or increase in 2022 forward

- iii. NovaRest Independent Actuarial Review:

*“We were also asked to project financial impact through 2022. We ran a couple of scenarios based on Sendero’s projected membership resulting from different rate increase assumptions. We found that under varying assumptions, statutory income was negative 2021 but **risk-based capital is projected to be above concern levels.**”*

*“We note that the ratio of CHAP members is large enough that we project a risk adjustment receivable, which is not paid until the following year, which may cause cash flow issues.”*

Sendero is transitioning to care for a greater number of high risk members. These members’ premiums do not cover the costs of care until risk adjustment funds are received in the following year. Sendero has identified the amounts needed to prevent cash flow issues, and options for remediation of these issues.



# Sendero Updates

## iv. Financial Projections:

- Administrative Costs: Since 2017, the year of our greatest membership, risk adjusted premiums have declined 40% and admin costs have declined a corresponding 38%, stabilizing despite increased member acuity.
- 3 Year Projections: 2021 through 2023
  - Projection at current membership levels indicates manageable losses each year
  - Without mitigation, RBC may end 2023 below desired levels but remaining capital would be sufficient for wind-down in 2024
  - Because of the CHAP Expansion program and the related risk adjustment receivable that is not collected until the following year, cash borrowings will be required at the end of 2021

## v. Business Model Discussion (*closed session*)

### Sendero Public Health Research Publications

- “Using Health Insurance Network Provider Data and Public Data Sets to Identify SARS-CoV-2 Vaccinators in the USA” *Frontiers in Public Health* January 2021
- “A Cue-to-Action Pilot Project to Increase Screening Mammography” *American Journal of Managed Care* February 2021



## CENTRAL HEALTH

### **Our Vision**

Central Texas is a model healthy community.

### **Our Mission**

By caring for those who need it most, Central Health improves the health of our community.

### **Our Values**

Central Health will achieve excellence through:

*Stewardship* - We maintain public trust through fiscal discipline and open and transparent communication.

*Innovation* - We create solutions to improve healthcare access.

*Respect* - We honor our relationship with those we serve and those with whom we work.

*Collaboration* - We partner with others to improve the health of our community.

## **BOARD MEETING**

**March 23, 2021**

## **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 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>4, 5</sup>



**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 March 24, 2021

Who will present the agenda item? (Name, Title) Jeff Knodel/Steven Lamp

General Item Description Real Estate Update

Is this an informational or action item? Informational

Fiscal Impact N/A

Recommended Motion (if needed – action item)

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

- 1) Update on Administrative Consolidation Real Estate Project
- 2)
- 3)
- 4)
- 5)

What backup will be provided, or will this be a verbal update? (Backup is due one week before the meeting.) Unknown – depending on progress of negotiations

Estimated time needed for presentation & questions? 15-20 minutes

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

Form Prepared By/Date Submitted: Jeff Knodel 3/15/2021