

### **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.

espect - we nonor our relationship with those we serve and those with whom we work Collaboration - We partner with others to improve the health of our community.

### **BUDGET AND FINANCE COMMITTEE MEETING**

Monday, June 14, 2021, 5:00 p.m.

or immediately following the Special Called Board of Managers meeting 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/1488289561?pwd=b0l1VkpKeTA5T1ZHbUY0Y3VNNS8rdz09

Password: 854645

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

Dial: (888) 501-0031 Meeting ID: 148 828 9561 Password: 854645

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 June 14, 2021*. Registration can be completed in one of two ways:

- Complete the virtual sign-in form at <a href="https://www.centralhealth.net/meeting-sign-up/">https://www.centralhealth.net/meeting-sign-up/</a>, 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 inperson meetings, including 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 January 20, 2021 meeting of the Central Health Budget and Finance Committee. (*Action Item*)

- 2. Receive and discuss a presentation on the proposed Central Health Fiscal Year (FY) 2021 end-of-year estimates and FY 2022 Budget. (*Informational Item*)
- 3. Confirm the next regular Budget and Finance Committee meeting date, time, and location. (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 Committee members present at a physical meeting location.
- The Budget and Finance 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 recording of this meeting will be made available to the public through the Central Health website (www.centralhealth.net) as soon as possible after the meeting.

A quorum of Central Health's Managers may convene to discuss matters on the Budget and Finance Committee agenda, and such quorum may take Board action on items consistent with the Board's bylaws and the limits of any posting on this agenda.

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 Publica 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.



# BUDGET & FINANCE COMMITTEE MEETING June 14, 2021

## **AGENDA ITEM 1**

Approve the minutes of the January 20, 2020 meeting of the Central Health Budget and Finance Committee. (*Action Item*)

### MINUTES OF MEETING – JANUARY 20, 2020 CENTRAL HEALTH BUDGET AND FINANCE COMMITTEE

On Wednesday, January 20, 2020, a meeting of the Central Health Budget and Finance Committee convened in open session at 5:30 p.m. remotely by toll-free videoconference. Clerk for the meeting was Briana Yanes.

Committee members present via video and audio: Chair Greenberg, Manager Bell, and Manager Zuniga

Board members present via audio only: Manager Valadez and Manager Museitif

### **PUBLIC COMMUNICATION**

**Clerk's Notes:** Public Communication began at 5:31 p.m, Anais Cruz introduced one speaker for Public Communication.

Members of the Board heard from: Ramon Rodriguez

### **AGENDA**

1. Approve the minutes of the December 16, 2020 meeting of the Central Health Budget and Finance Committee.

Clerk's Notes: Discussion on this item began at 5:32 p.m.

Manager Bell moved that the Committee approve the minutes of the December 16, 2020 meeting of the Central Health Budget and Finance Committee.

Manager Valadez seconded the motion.

Chair Greenberg For Manager Bell For Manager Zuniga For

2. Receive, discuss, and take appropriate action on a presentation of Central Health Fiscal Year 2020 financial audit.

Clerk's Notes: Discussion on this item began at 5:33 p.m. Ms. Lisa Owens, Deputy Chief Financial Officer, and Jimmy Romell with Maxwell, Locke and Ritter presented the Central Health Fiscal Year 2020 financial audit. The presentation included an overview of the audit report and the independent audit opinion, which was an unmodified opinion This is the best opinion that can be received. Mr. Romell also briefly went over some financial highlights, the governance letter, and internal controls. Ms. Owens advised that staff would be available for any questions between now and the final presentation at the Board of Managers meeting on January 27, 2021.

Manager Valadez moved that the Committee recommend that the Board accept the Central Health Fiscal Year 2020 financial audit as presented by Maxwell, Locke and Ritter.

Manager Bell seconded the motion.

Chair Greenberg For

3.	Confirm the next regular Commi	ttee meeting date, time, and location.
At 5:50	p.m. Manager Bell moved that mee	ting adjourn.
Manag	er Valadez seconded the motion.	
	Chair Greenberg Manager Bell Manager Zuniga	For For For
The me	eeting was adjourned at 5:50 p.m.	
	Greenberg, Chairperson Health Board of Managers	
ATTES	TED TO BY:	
	a Valadez, Secretary Health Board of Managers	

For For

Manager Bell Manager Zuniga



# BUDGET & FINANCE COMMITTEE MEETING June 14, 2021

### **AGENDA ITEM 2**

Receive and discuss a presentation on the proposed Central Health Fiscal Year (FY) 2021 end-of-year estimates and FY 2022 Budget. (*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	06/14/2021
Who will present the agenda item? (Name, Title)	Jeff Knodel, CFO Lisa Owens, Deputy CFO Lester Hannaher, Budget Analyst
General Item Description	Receive and discuss a presentation on the proposed Central Health Fiscal Year 2021 year end estimates and Fiscal Year 2022 Budget.
Is this an informational or action item?	Informational Item
Fiscal Impact	FY2022 Budget
Recommended Motion (if needed – action item)	N/A
Key takeaways about agenda	item, and/or feedback sought from the Board of Managers:
	esentation on the FY2021 year end estimates and proposed et for Central Health.
	et for dentral fredien.
5)	
	·
What backup will be provided, or will this be a verbal update? (Backup is due one week before the meeting.)	Backup will be provided
Estimated time needed for presentation & questions?	30 minutes

Is closed session
recommended?
(Consult with
attorneys.)

No

Form Prepared

By/Date Submitted: Lester Hannaher – 6/7/21

# Fiscal Year 2022 Proposed Budget

Central Health Budget & Finance Committee

June 14, 2021

Jeff Knodel, CFO

Lisa Owens, Deputy CFO

Lester Hannaher, Budget Analyst

## PROPOSED STRATEGIC PRIORITIES: FY 2022

## Objective 1: Develop and execute health care delivery based on people and place

- Eastern Travis County Site expansions
  - Hornsby Bend
  - Del Valle
  - Colony Park

## Objective 3: Sustainable financial model for health care delivery

- Ensure sustainable hospital service funding model that provides measurable timely access and high-quality care
- Ensure long term efficiency in land use
  - Brackenridge/Downtown Campus
  - Administration consolidation

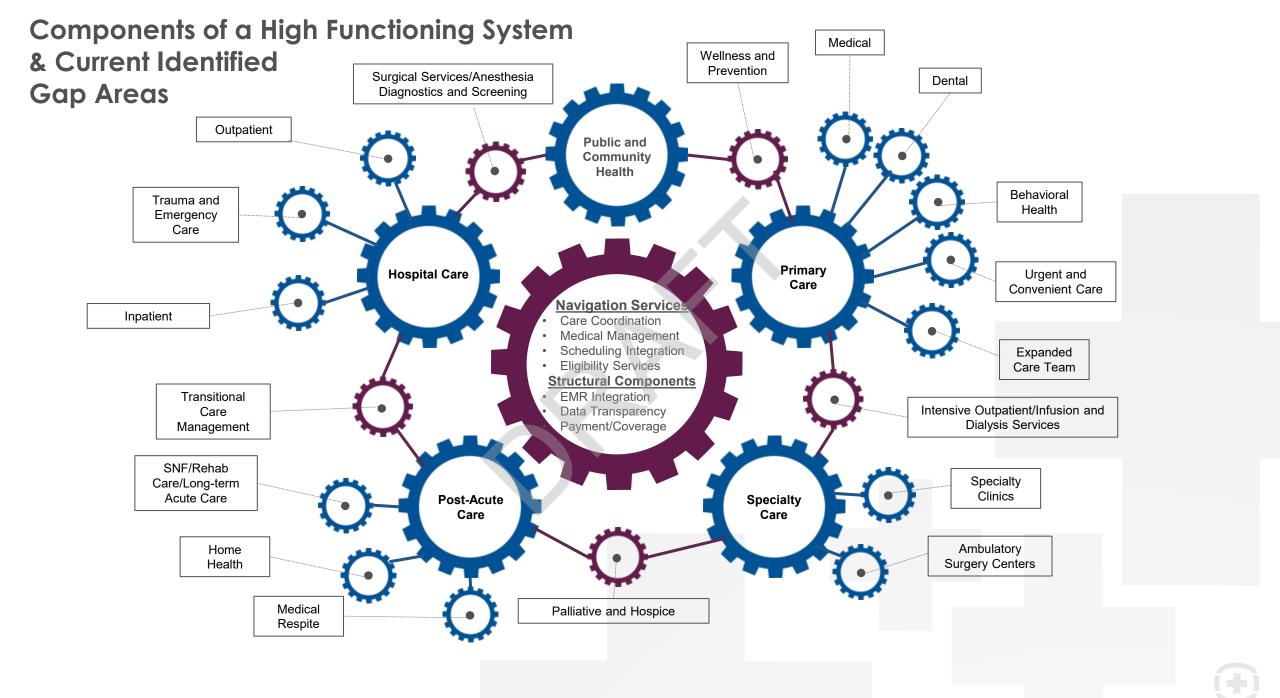
# Objective 2: Implement patient-focused and coordinated health care system

Systems-Based Planning & Health Equity - Phase III and IV

- Strategic services plan
- Operational implementation plan
- Operational financial plan

Systems-Based Planning & Health Equity - Immediate Service Delivery Focus Areas

- Specialty care access
- Health care for the homeless
- Behavioral health
- Substance use disorder
- Clinical and patient education
- Transitions of care



## FY2022 Highlights

## Increase in Property Tax Revenue

 Maintenance and Operations at 6% over the No New Revenue rate for strategic priorities and Debt Service rate for new debt issuance for board approved capital projects

## Investment in Healthcare Delivery Program

- Implement strategic priorities in healthcare services to support new initiatives and ongoing programs
- Increased investments in MAP and MAP Basic programs
- Do not anticipate funding a hospital payment model in FY2022
- Phasing out of the DSRIP program

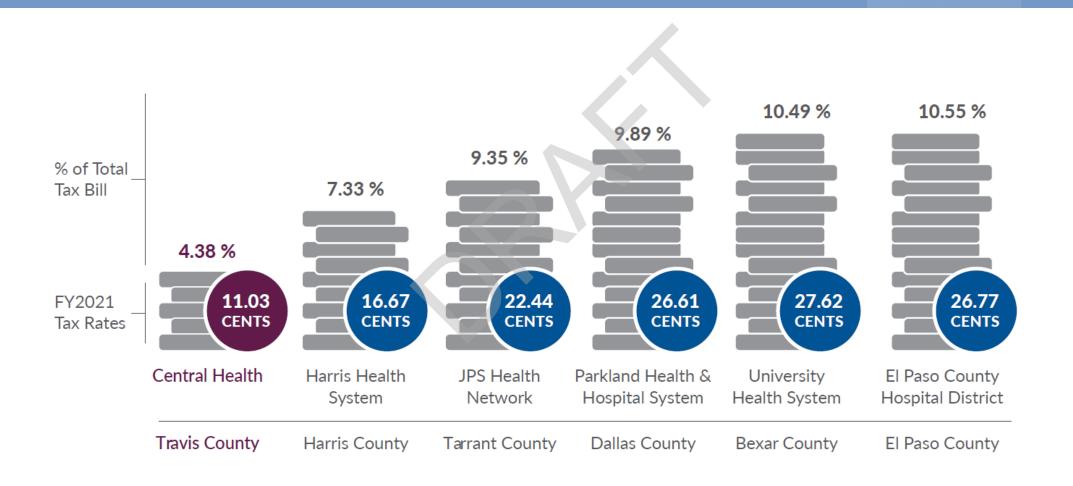
Investment in Operational Excellence and Staff

## FY2022 Highlights

## Business Planning and Staff Investments

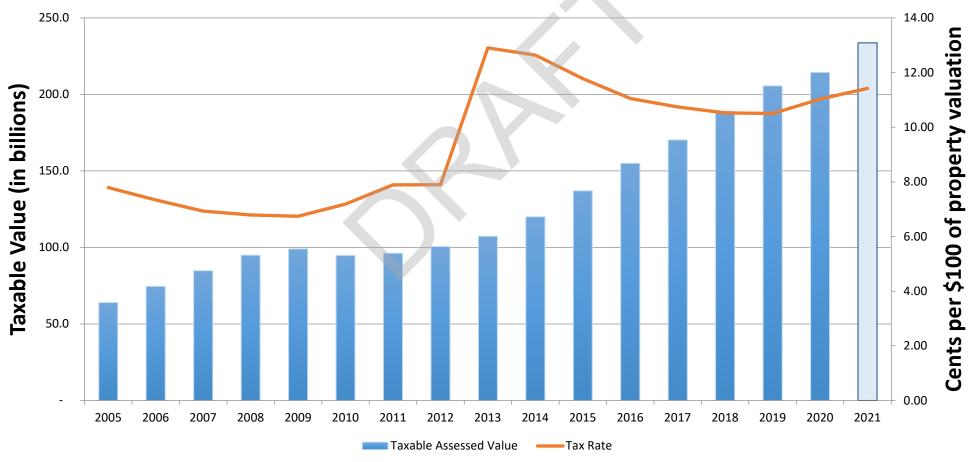
- Robust organizational business planning processes in place and used in FY2022 planning for new staff and initiatives
- 20 Business Cases presented to leadership team for review
- Healthcare Delivery:
  - Systems Based Planning Work \$7.3M
  - Investment in staff support for Eligibility, Clinical Practice development and Joint Technology Team – 24 New FTE
- Administration:
  - HUB Program and DEI Program development
  - Investment in staff to support new healthcare initiatives and expanding services
     – 8
     New FTE
- 5% Merit Increase included (excludes executive level)

# MAJOR TEXAS HOSPITAL DISTRICTS: FY 2021 TAX BURDEN COMPARISONS



# Taxable Values by Tax Year (in Billions)







# FY2022 Proposed Tax Rate 6.0% over M&O No New Revenue Rate

	FY20	FY21	FY22 Proposed
Average Taxable Homestead Value	\$347,655	\$355,379	\$386,341
Homestead Appreciation		2.2%	8.7%
Tax Rate	10.5573	11.0306	11.4226
M&O	10.4906	10.9717	11.1449
Debt Service	0.0667	0.0589	0.2777
Tax Bill	\$367.03	\$392.00	\$441.30
M&O	\$364.71	\$389.91	\$430.57
Debt Service	\$2.32	\$2.09	\$10.73
Annual Increase = \$49.30 (12.58%)	(M&O=\$40.66 & D	ebt Service = \$8.6	64)

	Over 65	Disability
Homestead Exemption	Homestead	Homestead
	Exemption	Exemption
FY22 Proposed (A)	\$100,000	\$100,000
FY21 Approved	\$85,500	\$85,500
(A) Includes 20% the maximum allowable by	state law (\$5,000 minin	num)

## Financial Risks

### **Economic**

- Economic Downturn
- High levels of inflation

### Regulatory

- Uncertainty of future supplemental program funding for uninsured
- Discontinuance of DSRIP program no alternative funding programs
  - Transition of CCC healthcare costs
  - Maintaining successful levels of accomplishment
- Regulatory Actions OIG audit of HHSC
- HIPPA and privacy

Costs to provide necessary levels of healthcare

- Systems of Care funding of gaps in care
- Anticipated future direct funding of Hospital services
- Future Pandemic/Pandemic variants

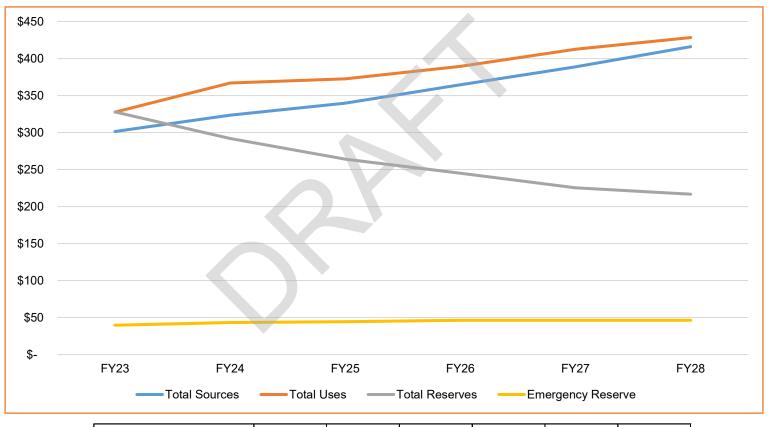
### Sendero

- Future risk-based capital requirements
- Cash flow requirements due to timing of ACA risk-adjustment payment



## 6-Year Forecast 6.0% over M&O No New Revenue Rate

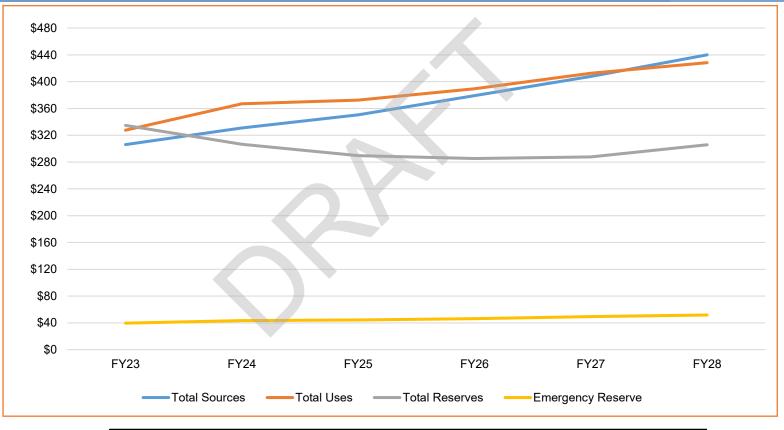
\*updated June 2021



	F	Y23	F	-Y24	ı	-Y25	F	Y26	F	Y27	F	Y28
Total Sources	\$	301	\$	323	\$	340	\$	364	\$	389	\$	416
Total Uses	\$	327	\$	367	\$	373	\$	390	\$	413	\$	429
Total Reserves	\$	328	\$	292	\$	263	\$	244	\$	223	\$	214
Days of Cash on Hand		361		286		254		225		194		179

## 6-Year Forecast 6.9% over M&O No New Revenue Rate

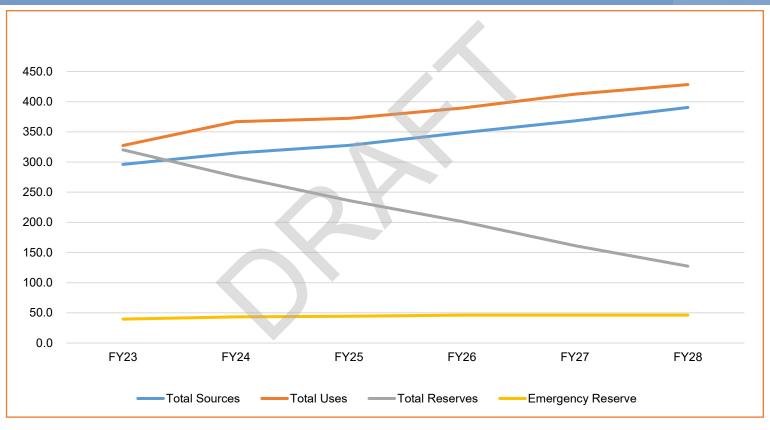
\*updated June 2021



	F	Y23	F	Y24	F	Y25	F	Y26	F	Y27	F	Y28
Total Sources	\$	306	\$	331	\$	351	\$	379	\$	408	\$	440
Total Uses	\$	327	\$	367	\$	373	\$	390	\$	413	\$	429
Total Reserves	\$	335	\$	306	\$	289	\$	284	\$	286	\$	303
Days of Cash on Hand		368		300		279		262		249		254

## 6-Year Forecast 5.0% over M&O No New Revenue Rate

\*updated June 2021



	FY23	FY24	FY25	FY26	FY27	FY28
Total Sources	296.1	315.0	327.8	348.6	368.4	390.6
Total Uses	327.4	367.3	373.0	390.1	413.4	429.5
Total Reserves	320.5	276.0	235.6	200.2	159.2	124.3
Days of Cash on Hand	352	270	227	185	139	104

Attachment A – Sources and Uses with FY2021 Year End Estimate

DESCRIPTION	FY 2021 APPROVED BUDGET	FY 2021 YEAR END ESTIMATE	FY 2022 PROPOSED BUDGET	Variance
TAX RATE	0.110306	0.110306	0.114226	0.003920
SOURCES				
Property Taxes	234,057,519	236,057,000	264,320,981	30,263,462
Lease Revenue	12,909,866	11,750,402	13,422,399	512,533
Tobacco Litigation Settlement	2,800,000	3,500,000	3,000,000	200,000
Other	1,720,000	1,020,000	3,000,000	1,280,000
Subtotal Revenue	251,487,385	252,327,402	283,743,380	32,255,995
Contingency Reserve Carryforward	115,856,728	136,179,000	226,521,399	110,664,671
Total Sources	367,344,113	388,506,402	510,264,779	142,920,666
USES				
Healthcare Delivery	353,858,895	150,724,533	494,843,857	140,984,963
Administration	11,399,403	9,360,470	13,250,069	1,850,666
Tax Collection	2,085,816	1,900,000	2,170,853	85,037
Total Uses	367,344,113	161,985,003	510,264,779	142,920,666
RESERVES				
Contingency Reserve		226,521,399		_
Emergency Reserve	38,719,836	38,719,836	38,719,836	-
Total Reserves	38,719,836	265,241,235	38,719,836	_

## **FY2021 Year End Estimate**

Uses of Funds	FY21 Budget	FY21 Year End Estimate	Variance
Healthcare Services			
Inter-Governmental Transfers (IGTs)	23,528,000	24,895,997	1,367,997
Primary Care	56,935,000	43,000,000	(13,935,000)
Specialty Care, incld Dental & Behavioral Health	15,598,856	7,600,000	(7,998,856)
Pharmacy	13,250,000	9,500,000	(3,750,000)
Post Acute Care	5,400,000	-	(5,400,000)
All Other Healthcare Services	4,279,864	3,319,990	(959,874)
Hospital and Specialty Services & Incentives	59,700,000	-	(59,700,000)
ACA Premium Assist, Education, Enrollment	12,160,674	12,101,320	(59,354)
Healthcare Facilities and Campus Redevelopment	6,097,472	5,868,430	(229,042)
Healthcare Delivery Operating Costs	29,473,029	20,558,796	(8,914,233)
Debt, Reserves and Transfers	40,372,000	23,880,000	(16,492,000)
Contingency Reserve	87,064,000	-	(87,064,000)
Total Healthcare Delivery	353,858,895	150,724,533	(203,134,362)
Administration	11,399,403	9,360,470	(2,038,933)
Tax Collection Expenses	2,085,816	1,900,000	(185,816)
Total Uses	367,344,113	161,985,003	(205,359,111)

DESCRIPTION
HEALTH CARE DELIVERY
Intergovernmental transfers:
IGT - CCC DSRIP
Total Intergovernmental Transfers
Healthcare Services
Primary Care: Medical, Dental, & Behavioral Health
Specialty Care: including Specialty Dental
Specialty Care: Behavioral Health
Post Acute Care
Pharmacy
Hospital & Specialty Services
Hospital Performance Incentive
Reproductive and Sexual Health
Healthcare Services - PSH/PFS Payment
MAP Eligibility Enhancements Reserve
Integrated Care Collaboration (ICC)
Community Health Care Initiatives Fund
Primary & Specialty Care Reserves
Total Healthcare Services

FY 2021 APPROVED BUDGET	
23,528,575	
23,528,575	
56,935,000	-
12,565,000	
1,883,856	
5,400,000	
13,250,000	
57,000,000	
2,700,000	
1,150,000	
600,000	
-	
719,990	
875,000	
2,000,000	
155,078,846	

	FY 2022
	PROPOSED
	BUDGET
	06/14/2021
	15,509,298
	15,509,298
1	59,465,000
	15,775,000
	1,383,856
	2,150,000
	14,250,000
	-
	-
	1,150,000
-	2 000 000
$\mathbf{I}$	2,000,000
+	687,035 875,000
$\mathbf{I}$	4,050,000
1	101,785,891
	101,700,091

	Variance
	(8,019,277)
	(8,019,277)
	2,530,000
1	3,210,000
1	(500,000)
	(3,250,000)
	1,000,000
	(57,000,000)
	(2,700,000)
	-
	(600,000)
	2,000,000
	(32,955)
	-
	2,050,000
	(53,292,955)

DESCRIPTION
HEALTH CARE DELIVERY
Healthcare Operations & Support
ACA Healthcare Premium Assistance Programs
ACA Education and Enrollment
Healthcare Facilities and Campus Redevelopment
UT land lease for teaching hospital
Salary and Benefits
Legal
Consulting
Other professional services
Marketing, Community Relations & Engagement
Leases, security & maintenance
Insurance and Risk Management
Phones, computer equipment & utilities
Printing, copying, postage & signage
Travel, training and professional development
Other operating expenses
Health Care Capital Line of Credit
Total Healthcare Operations

FY 2021 APPROVED BUDGET		
	11,559,354	
	601,320	
	5,156,629	
	940,843	
	15,021,176	
	332,000	
	1,085,500	
	7,065,656	
	839,990	
	1,774,296	
	- 2 440 450	
	2,449,460	
	334,522	
	276,607	
	293,822 1,091,773	
	48,822,947	

FY 2022 PROPOSED BUDGET 06/14/2021	
13,049,983	
583,000	
5,303,564	
981,231	
19,529,372	
339,000	
840,000	
6,785,398	
1,082,274	
1,947,000	
142,000	
3,293,473	
384,056	
280,966	
39,741	
1,091,773	
55,672,830	

Variance
1,490,629
(18,320)
146,934
40,388
4,508,196
7,000
(245,500)
(280,258)
242,284
172,704
142,000
844,013
49,534
4,360
(254,081)
6,849,883

DESCRIPTION
HEALTH CARE DELIVERY
Reserves, appropriated uses & transfers:
Transfer to capital reserve
Transfer to emergency reserve
Transfer to Hospital Services Reserve
Sendero risk-based capital
Contingency reserve appropriation
Total Reserves, appropriated uses & transfers
Debt service:
Debt service - principal retirement
Debt service - interest
Total Debt Service

FY 2021 APPROVED BUDGET
34,100,000
-
4,000,000
-
87,064,169
125,164,169
1,180,000
84,357
1,264,357

Variance	FY 2022 PROPOSED BUDGET 06/14/2021
(29,800,00	4,300,000
-	-
(4,000,00	-
-	-
224,026,55	311,090,727
190,226,558	315,390,727
2,903,33	4,083,335
2,317,41	2,401,776
5,220,754	6,485,111

DESCRIPTION
ADMINISTRATION
Salary and Benefits
Legal
Consulting
Investment Services (Travis County)
Benefits & Payroll administrative services
Other professional services
Marketing, Community Relations & Engagement
Leases, security & maintenance
Insurance & Risk Management
Phones, computer equipment & utilities
Printing, copying, postage & signage
Travel, training and professional development
Other operating expenses
Total Administration
TAX COLLECTION
Appraisal District Svcs
Tax Collection Expense
Total Tax Collection
TOTAL USES

FY 2021 APPROVED BUDGET	FY 2022 PROPOSED BUDGET 06/14/2021	Variance
5,561,651	7,054,581	1,492,931
1,497,136	1,456,636	(40,500)
1,259,570	1,341,120	81,550
115,500	115,000	(500)
185,337	168,243	(17,094)
1,257,450	929,787	(327,663)
182,350	209,958	27,608
244,940	274,250	29,310
150,000	375,000	225,000
135,449	401,716	266,267
85,245	60,745	(24,500)
222,282	370,789	148,507
502,494	492,244	(10,250)
11,399,403	13,250,069	1,850,666
1,123,128	1,179,284	56,156
962,688	991,569	28,881
2,085,816	2,170,853	85,037
367,344,113	510,264,779	142,920,666

## FY2022 Budget Calendar

- ✓ April 28 Central Health Board of Mangers (FY 2022 Central Health 5 Year Forecast)
- ✓ May 12 Central Health Strategic Planning Committee Meeting (FY 2022 Strategic Priorities)
- ✓ May 26 Central Health Board of Managers Meeting (FY 2022 Central Health Capital Budget and Forecast)
- ✓ June 14 Central Health Board of Managers Meeting (FY 2022 Central Health Proposed Budget)
- June 17 Community Conversation
- June 30 Central Health Board of Managers Meeting (FY2022 Central Health Proposed Budget)
- Aug. 9\* Central Health Board of Managers Meeting (FY2022 Central Health Proposed Budget and tax rate)



## FY2022 Budget Calendar

- Aug. 25 Central Health Board of Mangers Meeting (FY2020 Central Health Proposed Budget and Tax Rate)
- Aug. 26 Community Conversation (FY2022 Proposed Budget)
- Sept. 2\* Central Health Public Hearing (FY2022 Central Health Proposed Budget and Tax Rate)
- Sept. 9\* Central Health Board of Managers Meeting (FY2022 Central Health Budget and Tax Rate Adopted; CCC Budget Approval)
- Sept. 21\* Travis County Commissioners Court (FY2022 Central Health Budget and Tax Rate Adopted)

# Questions?



## CENTRAL HEALTH

# BUDGET & FINANCE COMMITTEE MEETING June 14, 2021

## **AGENDA ITEM 3**

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