



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.

EXECUTIVE COMMITTEE

Wednesday, June 24, 2020, 4:30 p.m.

Via toll-free videoconference¹:

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/1488041404?pwd=WGErYkR1TFIBRWthUkdzcTBJNlUFGdz09>

Password: 584575

Or to participate by telephone only:

Dial: (888) 501-0031

Meeting ID: 148 804 1404

Password: 425503

A member of the public who wishes to make comments during **Public Communication** portion of the meeting must properly register with Central Health **no later than 3:00 p.m. on June 24, 2020**. Registration can be completed in one of two ways:

- Complete the virtual sign-in form at <https://www.centralhealth.net/meeting-sign-in/>, 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 for a person to speak and limiting Board responses to public inquiries, if any, to statements of specific factual information or existing policy.

AGENDA^{2,3}

1. Receive a report from the Central Health President & CEO on a strategic approach to organizational issues, including equity and inclusion in the workforce and procurement process. (*Informational item*)
2. Receive and discuss the evaluation of the Central Health President & CEO for the period of June 2019 through May 2020, including questions from the President and CEO and future action items from the completed evaluation.⁴ (*Informational item*)
3. Receive an update on the President and CEO's performance evaluation tool for the period of June 2020 – May 2021.⁴ (*Informational Item*)

4. Receive a briefing from counsel on requests from outside interests for meetings with Board Managers outside of an open meeting. (*Informational Item*)

Notes:

¹ 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.

² A quorum of Central Health's Board of Managers may convene or participate via videoconference to discuss matters on the agenda. However, Board members who are not Committee members will not vote on any Committee agenda items, nor will any full Board action be taken.

³ Agenda item numbers are assigned for ease of reference only and do not necessarily reflect the order of their consideration by the Committee.

⁴ Possible closed session discussion under Texas Government Code § 551.071 (Consultation with Attorney) and/or § 551.074 (Personnel Matters).

Any individual with a disability who plans to attend or view this meeting and requires auxiliary aids or services should notify Central Health as far in advance of the meeting as possible, but no less than two days in advance, so that appropriate arrangements can be made. Notice should be given to the Board Governance Manager by telephone at (512) 978-8049.

Cualquier persona con una discapacidad que planea asistir o ver esta reunión y requiera ayudas o servicios auxiliares debe notificar a Central Health con la mayor anticipación posible de la reunión, pero no menos de dos días de anticipación, para que se puedan hacer los arreglos apropiados. Se debe notificar al Gerente de Gobierno de la Junta por teléfono al (512) 978-8049.

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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CENTRAL HEALTH BOARD OF MANAGERS EXECUTIVE COMMITTEE

June 24, 2020

AGENDA ITEM 1

Receive a report from the Central Health President & CEO on a strategic approach to organizational issues, including equity and inclusion in the workforce and procurement process.



MEMORANDUM

To: Executive Committee, Sherri Greenberg, Chair
CC: Lisa Owens, Jeff Knodel, Perla Cavazos, Ted Burton, Susan Lara Willars
From: Mike Geeslin
Date: 18 June 2020
Re: Central Health Cultural Issues: Workforce and Vendors

Overview

This memorandum outlines efforts regarding Central Health's workforce and vendor relationships for the current and upcoming fiscal years. As a preface, this memo provides context for understanding how workforce and vendor partnerships are related as important aspects of organizational culture.

Culture - Context for Understanding

An organization's culture needs attention and cultivation. At various intervals and on different levels, we tend to our culture. We reflect on our values, prepare reports, look at workforce data relative to the community we serve, and have internal discussions on what we aspire to be. On another level, we attend seminars, hire employees, and contract with vendors; all these things being important functions. But there is a time when we need to examine broad and deep, to attain a keen sense of awareness and determine the next steps toward the goal of having a fully inclusive, diverse, and equitable culture.

Culture is often considered an internalized part of an organization. Attention to external partners and vendors is important, too. Because both workforce and vendors involve people, it is prudent to examine both in the same light given their important contributions to our culture. Moreover, the reputations an organization has with one can positively, or negatively, impact the other.

Summary of Current and Future Efforts, Workforce and Vendors

Workforce - Current

- **Inclusivity, Equity, and Diversity; Organizational Foundations.** In the late summer of 2019, the concept of an inclusion and diversity task force was previewed to employee groups, with the first meeting occurring in the fall of 2019. Over the course of exploratory and formation meetings, and a formal naming, we have the Equity and Inclusion Employee Taskforce. This group is charged with promoting a culture of diversity and inclusion, focusing on impactful actions for our internal culture, awareness and conversations regarding inclusion and diversity, as well as increasing awareness of health inequities in our community. While somewhat disrupted by the COVID-19 remote work environment, this task force has recently

begun to focus on employee recruiting strategies in the coming months to ensure that our workforce at all levels of the organization reflects those we serve.

- **Promotion, Job Postings.** Utilizing multiple job boards and understanding how well those boards connect with communities of color to promote specific job postings or, more generally, Central Health as an employer.

These job boards and related activities include:

- Indeed
- Facebook
- DirectEmployer
- Glassdoor
- LinkedIn
- Monster
- Recruit.net
- VHM Network
- Adzuna
- Job Case
- Jooble
- Restoration Media, Inc.
- Terradin
- IT Jobs Cafe

The Central Health Human Resources (HR) team is currently contacting the job boards to ascertain target audience and whether they deliberately connect with different minority groups. This information will be compiled and used to better promote job opportunities.

The HR team has also contacted Houston-Tillotson University to ensure collaboration with their placement office, similar to ACC and UT-Austin. HR will also contact other colleges and universities, such as St. Edward's University and Concordia, within and outside of Austin that have diverse student communities to ensure collaboration with career fairs and placement offices.

The Communications Department budget will be used to promote job postings in The Villager, El Mundo and Community Impact, as well as other publications. Additional funds will be needed to sustain this effort into FY 2021.

Workforce - Future

- **Training.** Increasing training for employees across the Central Health Enterprise in the areas of systemic racism, health equity, and inclusiveness. Currently, many of us have been able to attend such courses and seminars; however, we are developing a budget request that will make these types of seminars part of our mandatory training for all employees.

- **Dedicated Staff.** The HR team is finalizing additional recruitment strategies for 2021, which includes the hiring of a dedicated manager to ensure the work continues as planned.
- **Promotion, Central Health as an Employer.** Additional promotional work through media, online presence, offline or non-digital channels, and affinity groups to promote Central Health as a preferred employer based on our Mission and culture. This level of promotion is not unique to a specific job posting; however, it is equally important when individuals seek information about Central Health as an organization with which they want to work.
- **Affirmative Action.** The initial concept of establishing an affirmative action plan has been discussed with legal counsel and the executive team. The next steps will be to engage the Board and form a team to evaluate voluntary affirmative action plans. The evaluation and planning will involve employee engagement at all levels. Further, the work will be deliberate, iterative, and at a cadence to ensure the goals set for the organization are effective and within regulatory guidelines.

Vendors - Current

- **Promotions.** Although disrupted by COVID, in-person events remain a key part of the strategy for connecting with HUB vendors. Once such events return, then staff will attend and actively promote Central Health as a business partner.
- **Measures and Goals.** Based on the annual HUB report submitted in March 2020, the number of HUB vendors increased from approximately 16 to 25. The dollar amount of HUB contracts remained constant, however, even though eligible expenditures increased. Upon further examination, management notes the following:
 - HUB data is based on voluntary, self-reporting. If a person qualifies as a female-owned HUB, they may opt to report based on gender and not race or ethnicity.
 - HUB reporting does not capture expenditures related to health care delivery and other professional services. For instance, if a law firm or medical group employs a person who is African American, Latino, or Asian, and that person performs work for Central Health or a funded patient, the payments to those firms aren't attributable to the persons providing the services.
 - Our HUB data does not capture contract negotiations or purchase orders that are in-progress that would affect the number and volume of HUB related business.
 - **ADDITIONAL WORK** is needed in how we present the narrative side of our vendor and partner relationships to promote Central Health as an inclusive and equitable organization.

Vendors - Future

- As previewed at the March 2020 Budget and Finance Committee meeting, management has planned HUB development work for the current and future fiscal years. Although the COVID response environment will require creative approaches

to this work, the following are active initiatives pending any redirection by the Board of Managers (excerpt from staff memo to Budget and Finance Committee, June 2020; emphasis or clarification added):

- o Develop *specific* HUB good faith outreach efforts for formal solicitations and contracts
- o Track data that measures and reports good faith effort, including better utilizing software solutions. One issue for resolution will be the voluntary nature or reporting on the part of HUB vendors, and how to better encourage reporting as a means of showing improvement and community connectedness.
- o Identify solicitations with HUB sub-contracting opportunities and require prime contractors to provide additional plans to improve HUB opportunities
- o Identify opportunities to refer vendors to City of Austin (SMBR) or Travis County (TCAAP) business development, training and certifications
- o Develop social media program for procurement department to promote upcoming solicitations
- o Host specific events to raise awareness of large upcoming projects with high level of participation opportunities

Recommendations/Requests

1. Provide feedback on other issues or suggestions to improve upon current and future efforts. This includes additional studies.
2. Affirmatively, by motion, support the goals and approaches outlined above and recommend support by the full Board. Such a motion will be reflected in the minutes of the Board and indicate alignment of staff and the Board.
3. (Future) Provide additional funding, as requested and available. This form of support can be through direct allocation in the FY 2021 budget or from contingency sources after FY 2021 commences.

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CENTRAL HEALTH BOARD OF MANAGERS EXECUTIVE COMMITTEE

June 24, 2020

AGENDA ITEM 2

Receive and discuss the evaluation of the Central Health President & CEO for the period of June 2019 through May 2020, including questions from the President and CEO and future action items from the completed evaluation.⁴



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CENTRAL HEALTH BOARD OF MANAGERS EXECUTIVE COMMITTEE

June 24, 2020

AGENDA ITEM 3

Receive an update on the President and CEO's performance evaluation tool for the period of June 2020 – May 2021.⁴



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CENTRAL HEALTH BOARD OF MANAGERS EXECUTIVE COMMITTEE

June 24, 2020

AGENDA ITEM 4

Receive a briefing from counsel on requests from outside interests for meetings with Board Managers outside of an open meeting.