



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 MEETING

Wednesday, September 16, 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/1499833570?pwd=Ny9TNlVHa0Y2NGlhVEVtWDJpNURPd09>

Password: 254545

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

Dial: (888) 501-0031

Meeting ID: 149 983 3570

Password: 254545

A member of the public who wishes to make comments during Public Communication must properly register with Central Health **no later than 3:00 p.m. on September 16, 2020**. 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 AGENDA²

1. Discuss and take appropriate action on the reappointment of Mr. Hal Katz and Dr. Guadalupe Zamora to the Integral Care Board of Trustees.³ (*Action Item*)

2. Receive and take appropriate action on a presentation to update the Central Health values statement. (*Action Item*)
3. Receive an update and take appropriate action on a Central Health Historically Underutilized Business (HUB) disparity study.⁴ (*Action Item*)
4. Receive and discuss a presentation on a Central Health employee Affirmative Action Study.⁴ (*Informational Item*)
5. Review prioritization and tentative scheduling of items for consideration at future Central Health Board and Committee meetings. (*Informational Item*)
6. Briefing from counsel on Texas Open Meetings Act, Board Manager actions, and related legal issues.⁴ (*Informational Item*)
7. Confirm the next regular Executive Committee meeting date, time, and location. (*Informational Item*)

Notes:

¹ 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.

² 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.

³ Possible closed session discussion under Texas Government Code §551.074 (Personnel Matters).

⁴ Possible closed session discussion under Texas Government Code §551.071 (Consultation with Attorney).

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.



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CENTRAL HEALTH BOARD OF MANAGERS EXECUTIVE COMMITTEE

September 16, 2020

AGENDA ITEM 1

Discuss and take appropriate action on the reappointment of Mr. Hal Katz and Dr. Guadalupe Zamora to the Integral Care Board of Trustees.³



MEMORANDUM

To: Central Health Board of Managers Executive Committee
From: Briana Yanes, Board Governance Manager
Cc: Mike Geeslin, President & CEO
Perla Cavazos, Deputy Administrator
Date: September 8, 2020
Re: Agenda Item 2- Discuss the reappointment of Hal Katz and Dr. Guadalupe Zamora to the Integral Care Board of Trustees. ACTION ITEM

Overview:

Integral Care's nine-member volunteer Board of Trustees is appointed by Central Health, the City of Austin and Travis County. Each appoints three representatives to reflect the needs of the local community. This memo provides biographical information for Mr. Hal Katz and Dr. Guadalupe Zamora, two current Central Health appointees who are interested in reappointment to the Integral Care Board of Trustees.

Synopsis:

At the October 2019 Board of Managers meeting, managers established a process for evaluating nominations to the Integral Care Board. The process includes interviewing potential candidates during an Executive Committee meeting. However, since Mr. Katz and Dr. Zamora are seeking reappointment, the Executive Committee on August 26 advised staff that interviews would not be necessary at this time and that bios or resumes would provide sufficient information to take action.

Mr. Hal Katz has served as one of Central Health's appointees to the Integral Care Board since 2010. He is seeking reappointment for an additional two-year term. His bio is attached for your reference.

Dr. Guadalupe Zamora has served as one of Central Health's appointees to the Integral Care Board since 2014. He is requesting reappointment for an additional two-year term. Dr. Zamora has also served on the Central Health Board of Managers since 2013. His bio is attached for your reference.

Fiscal Impact:

No fiscal impact anticipated.

Recommendation:

Staff requests that the Executive Committee recommend to the full Board approval of the reappointment of Mr. Hal Katz and Dr. Guadalupe Zamora to the Integral Care Board of Directors for another two-year term.

Attachment: Biographical Information

Hal Katz

Katz is a partner at Husch Blackwell and is board-certified in healthcare law by the Texas Board of Legal Specialization. He focuses his representation on clients doing business within the healthcare industry. His clients include physicians, hospitals, provider networks, managed care organizations, governmental entities, diagnostic centers and other healthcare providers across the state of Texas. Representation of these clients includes advising on corporate, transactional, regulatory and public policy matters. Katz was Chair of the CommUnityCare board, where he served from 1998-2010, and is the Vice Chair of the Austin Arts Commission. Katz is also on the Integral Care Foundation Board of Directors.

Guadalupe Zamora, M.D.

Dr. Guadalupe Zamora, M.D. was appointed to the Board of Managers in January 2013 by the Travis County Commissioners Court.

Dr. Zamora has 24 years of experience as a practicing physician, and when not on staff at St. David's Medical Center, he works out of his own family medicine clinic in East Austin alongside his niece Dr. Belda Zamora.

He has served as President, Secretary, and Treasurer of the Travis County Medical Society and served on the advisory board for the Medical Access Program (MAP) prior to the existence of Central Health. Most recently he served as treasurer of Healthy ATX, a local organization that supports the improvement of the local healthcare system.

Dr. Zamora was appointed to a second four-year term in January, 2017.



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CENTRAL HEALTH BOARD OF MANAGERS EXECUTIVE COMMITTEE

September 16, 2020

AGENDA ITEM 2

Receive and take appropriate action on a presentation to update the Central Health values statement.



MEMORANDUM

To: Board of Managers
From: Mike Geeslin, President and CEO
Cc: Executive Group; Equity & Inclusion Task Force
Date: September 16, 2020
Re: Informational Item: Central Health Values

Synopsis

Central Health has four values that are printed at the top of our Agendas: Stewardship, Innovation, Respect, and Collaboration. Each of these values is followed by a statement of what the value means.

Central Health's values are meaningful and should guide how we work. Given their importance, the values should be examined from time to time. In reading about other organizations and considering where we are as a community, and nation, there is one of our values that we should examine much deeper, *Respect*. This value currently reads:

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

Alternatively, and as a starting point for discussion, consider the following:

"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."

While this phrase deviates from the one-word format, it captures a more encompassing value of doing right by people. Respect is important; but, as implied, it speaks only to how we outwardly relate to individuals in transactional relationships and encounters.

Recommended Next Steps:

1. The Central Health staff, through the Equity and Inclusion Task Force, should review this value statement relative to its current work on establishing values and objectives for the staff or workforce. This group is diverse - and courageously outspoken - and will inform how this statement is perceived and can be improved.
2. Concurrently, the Board, through the Executive Committee, will need to decide how and over what time period the Board should deliberate this and any other changes in our values statements.
3. At a regular meeting or workshop determined by the Board Executive Committee or full Board, we should set aside time to discuss how we can revise this value statement.

###

Central Health Values (as listed on agendas):

- 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.



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CENTRAL HEALTH BOARD OF MANAGERS EXECUTIVE COMMITTEE

September 16, 2020

AGENDA ITEM 3

Receive an update and take appropriate action on a Central Health Historically Underutilized Business (HUB) disparity study.⁴



MEMORANDUM

To: Central Health Board of Managers Executive Committee
From: Lisa Owens, Deputy Chief Financial Officer
Perla Cavazos, Deputy Administrator
Celso Baez, Government Relations Manager
Balena Bunch, Procurement Manager
Cc: Mike Geeslin, President & CEO
Jeff Knodel, Chief Financial Officer
Date: September 11, 2020
Re: Update on a Central Health Historically Underutilized Business (HUB) disparity study

Background:

Central Health is focused on efforts regarding its culture, workforce, and working with more historically underutilized businesses (HUBs). Central Health has had a HUB good faith policy since 2004 and continues to focus on improving outreach efforts. Over the past year a work plan was established in order to increase outreach and education to potential vendors as well as significantly improve Central Health's reporting capabilities to track and measure good faith effort. In Fiscal Year 2021, Central Health has been asked to conduct a disparity study, congruent with the Enterprise's systems-based planning approach. Central Health leadership has reached out to local governmental entity peers to understand their current efforts to conduct their disparity study. Additionally, stakeholders and community leaders have expressed strong feedback and interest in Central Health moving forward in this direction.

Overview:

Disparity studies determine if inequities exist in public procurement and contracting that adversely affect minorities and/or women. In the Richmond vs. J.A. Croson case filed in the U.S. Supreme Court in 1989, it was ruled that governments must establish a "compelling interest" to support the creation of contracting programs that specifically target minority – and/or women-owned businesses. A disparity study helps ensure any race-or gender-based remedial programs will withstand scrutiny in a court of law. The primary goal of the study is to assess, quantify, and evaluate the prevalence, significance (extent and gravity) and scope of discrimination in the marketplace, if any, against minority- and women-owned business enterprises.

City of Austin Disparity Study:

The City of Austin ("City"), specifically its Small & Minority Business Resources Office is conducting a Disparity Study of its Minority- Women-owned Business Enterprise ("M/WBE") and Disadvantaged Business Enterprise ("DBE") programs to ensure that M/W/DBEs have equal access to contracting opportunities and the City's current programs remain legally defensible and administratively successful. In the Fall of 2019, a formal solicitation was conducted for professional services to conduct the disparity study. The City's last disparity study was completed in 2015. The City hired Colette Holt & Associates (CHA) and work is underway with the study anticipated to be completed Winter 2021.

The City's disparity study will involve a compilation of evidence to determine whether the City has a strong basis for implementing race- and gender-conscious contracting remedies for its locally funded contracts, and narrowly tailoring its M/W/DBE programs. This includes statistical evidence of disparities, if any, between the availability of M/WBEs and their utilization on locally funded contracts and related subcontracts and throughout the Austin economy.

The study will further examine factors necessary for entrepreneurial success, such as access to business capital, bonding, networks, suppliers and other resources. The study also will gather anecdotal evidence of any continuing effects of past or

present race and sex discrimination, and the impact of the current M/W/DBE programs. Finally, the study will review the City's current programs and activities and make recommendations for future initiatives and enhancements.

Travis County Disparity Study

In 2014 Travis County ("County") conducted a disparity study over a two-year period and created its HUB Program in 2016. It was recommended at the time that the County update their data and study in five to seven years. In August 2020, the Travis County Commissioners Court approved and exemption and authorization to contract with Colette Holt & Associates to perform a comprehensive disparity study of contracting and procurement activities based on six years of historical data (2014-2019). It is believed significant efficiencies are gained and data will be shared on several elements of the study.

From the August 25th TCCC Voting Session Agenda Request – Item 21:

The disparity study will analyze whether a significant statistical disparity exists between the percentage of available MBE/WBE/HUB business in the County's geographic and product markets and their corresponding percentage utilization on County contracts.

The study will analyze MBE/WBE/HUB business availability and participation both as prime contractors and subcontractors in specific industries (identified by commodity codes) within the broader categories of construction, professional services, non-professional services, and commodities for contracts with a value of \$50,000 or higher.

The study is projected to take 16 months to complete. At completion, CHA will present a briefing of their final report and recommendations to the Commissioners Court.

Implementing a Disparity Study

Per industry best practice, the ability for business owners and other interested parties to be involved must be prioritized. This includes the participation of groups such as trade associations, advocacy groups, community organizations, etc. Typically, a third party "study team" is convened and formalized. Critical study outcomes include outreach to business contacts to confirm information on specific contracts and/or to receive additional contract information that is currently unavailable to the Enterprise. The study team would conduct interviews with business owners and stakeholders regarding discriminatory barriers and Enterprise programs. A variety of tactics and methods would be employed to ensure the collection of data is secured such as anonymous surveys that capture anecdotal information. Accordingly, study methodology and a process structure would be developed and introduced to the enterprise and study participants.

The Central Health Finance and Procurement office would contractually oversee the study's implementation by a third party, like the City and County. The consultants would report findings to management and Board of Managers along with any related recommendations including but not limited to the establishment of a HUB program and goals.

Recommendation:

To ensure efficiency and collaboration, continue to work closely with the City SMBR office and County HUB program. Further, staff recommends Central Health pursue a contract with Colette Holt & Associates through an interlocal agreement with Travis County.

Action Requested:

Staff requests Board direction on whether to further research and pursue an interlocal agreement with Travis County to contract with Colette Holt & Associates for a disparity study or issue a separate solicitation for proposals for a disparity study.

Fiscal Impact:

\$500,000-\$750,000 in budgeted operating costs from the FY2021 and possibly FY2022 budget.



MEMORANDUM

To: Central Health Board of Managers
From: Lisa Owens, Deputy Chief Financial Officer
Cc: Jeff Knodel, Chief Financial Officer
Mike Geeslin, President and CEO
Date: June 11, 2020
Re: Central Health Update on Historically Underutilized Business Outreach Expansion

Overview:

The Central Health procurement department is providing an update on Historically Underutilized Business (HUB) outreach expansion planning.

Synopsis:

On March 11, Central Health staff provided an update to the Budget & Finance Committee of the Board of Managers about efforts to continue to expand our community engagement, outreach and data collection with vendors who participate in HUB programs. Attached is timeline summary for the work in the key areas we presented:

- Develop specific HUB good faith outreach efforts for formal solicitations and contracts
- Track data that measures and reports good faith effort
- Identify solicitations with HUB sub-contracting opportunities and require prime contractors to provide additional specific plans
- Identify opportunities to refer vendors to City of Austin (SMBR) or Travis County (TCAAP) business development, training and certifications and work
- Develop social media program for procurement department to promote upcoming solicitations
- Host specific events to raise awareness of large upcoming projects, that have high participation opportunities

Fiscal Impact:

No fiscal impact.

Action Requested:

No action requested.

Attachment: HUB Expanded Outreach Workplan DRAFT 06.11.2020.pdf

Central Health
HUB Outreach Expansion and Reporting
 Workplan and Draft Timeline

DRAFT

| Goal | Activity | Q4 July-Sept | Q1 Oct-Dec | Q2 Jan-Mar | Q3 Apr - June |
|--|---|--|---------------|---------------|------------------|
| Develop specific HUB good faith outreach efforts for formal solicitations and contracts | | | | | |
| | Incorporate process for targeted outreach plan development for each formal solicitation posted | [Grey Bar] | | | |
| | Create data collection process for informal solicitations to gather information on HUB status consistently | | [Grey Bar] | | |
| | Identify practices for increasing the number of HUB quotes for informal solicitations with specific targets | | [Grey Bar] | | |
| Track data that measures and reports good faith effort | | | | | |
| | Develop mechanism for reporting on both formal and informal solicitation outreach to HUB vendors | [Grey Bar] | | | |
| | Collect and report on key data points for each solicitation: - Number of HUBs alerted to opportunities - Number of HUBs proposing and - Award HUB status | | [Grey Bar] | | |
| Identify solicitations with HUB sub-contracting opportunities and require prime contractors to provide additional specific plans | | | | | |
| | Enhance process for tracking subcontractor participation and HUB status | | [Grey Bar] | | |
| Identify opportunities to refer vendors to City of Austin or Travis County business development, training and certifications and work | | | | | |
| | Enhance the HUB vendor database through partnership with City of Austin and Travis County | [Grey Bar] <i>Ongoing</i> | | | |
| Develop social media program for procurement department to promote upcoming solicitations | | | | | |
| | Use existing community engagement team, advisory committees and social media to promote solicitations | [Grey Bar] | | | |
| | Develop a social media strategy, program and operational plan for Procurement Department | | [Grey Bar] | | |
| Host specific events to raise awareness of large upcoming projects, that have high participation opportunities | | | | | |
| | Create community events specific to large construction projects and opportunities for significant HUB participation | [Grey Bar] <i>As opportunities arise</i> | | | |
| Develop Reporting Structure and Calendar | | | | | |
| | Identify and implement new reporting tools from contract management and purchase order software investments | | [Grey Bar] | | |
| | Update the annual reporting to the Board of Managers and enhance with additional features | | | [Grey Bar] | |



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CENTRAL HEALTH BOARD OF MANAGERS EXECUTIVE COMMITTEE

September 16, 2020

AGENDA ITEM 4

Receive and discuss a presentation on a Central Health employee Affirmative Action Study.⁴



MEMORANDUM

To: Board of Managers Executive Committee

From: Mike Geeslin, President and CEO

Cc: Susan Willars, EVP Human Resources

Date: September 11, 2020

Re: Informational Item: Central Health Affirmative Action Analysis - Preview

Synopsis

The Human Resources Department, under the leadership of Susan Willars and report author Betsy Good, has completed a preliminary draft of the affirmative action study on the Central Health workforce. The statistical portion is complete and the narrative portions are undergoing review and editing.

Given that this type of analysis requires time to understand, I've asked Susan and Betsy to have a discussion with the Executive Committee summarizing the key takeaways based on the statistical analysis. Additional information and summaries will be shared at the meeting scheduled for Wednesday, 16 September. In this manner, the Committee has an opportunity to preview the study while at the same time having staff provide context. Further, the Committee can provide guidance on how the final presentation should occur with the full Board. This approach is similar to the preview of the 2020 Demographic Report before the Strategic Planning Committee.

Your consideration and initial thoughts will be much appreciated.

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CENTRAL HEALTH BOARD OF MANAGERS EXECUTIVE COMMITTEE

September 16, 2020

AGENDA ITEM 5

Review prioritization and tentative scheduling of items for consideration at future Central Health Board and Committee meetings.



MEMORANDUM

To: Members of the Central Health Board of Managers Executive Committee
From: Perla Cavazos, Deputy Administrator
Cc: Mike Geeslin, President & CEO
Date: September 11, 2020
Re: Agenda Item 6: Review prioritization and tentative scheduling of items for consideration at future Central Health Board and Committee meetings (Informational Item)

Overview:

Attached is the October list of 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.

Additionally, staff is providing other planning schedules as a resource for future agenda planning in Fiscal Year (FY) 2021.

Other planning schedules include:

- Board of Manager Reporting Schedule
- Draft FY21 Budget Resolution

Action Requested:

This is an informational item and requires no action.

Central Health FY 2020 Dashboard Menu

| # | Memo, Report, or Dashboard | Frequency/ Timing | Elements | Function |
|---|--------------------------------------|---|--|--|
| Culture: HUB Vendors | | | | |
| 1 | Report – HUB Vendor Contracting Data | Semi-annual April & October, or as needed to align measures with project work in #2, below | Data on HUB vendors, eligible expenditures and business activity, demographic/type of HUB, comparisons to previous periods | Inform on changes in HUB contracting activity |
| 2 | Memo – HUB Program Work Update | Quarterly, or more frequent with emerging developments Starting Quarter: June-August 2020 | Updates on tasks set forth in June 2020 Work Plan outline, as amended to include new initiatives and disparity study. | Inform on project work to improve HUB contracting |
| Strategy, Service & Population | | | | |
| 3 | Memo - Strategic Objectives | Quarterly, with September interim report to inform preview of EOY results | Status and next steps for strategic objectives, per Board-adopted budget resolution or Board directive. <i>This includes Eastern Travis County expansion sites.</i> | Provide Board with information relative to stated strategic objectives |
| 4 | Dashboard - Services Reporting | Quarterly Reporting staggered by service line. Will have beta report for SPC in October. | Number of patients served, MAP and MAP-Basic enrollments, and encounters by service lines over time. Breakdown by demographic | Inform on how funded patients are accessing and utilizing system of care. Reference point for strategic and operational partnership decisions. |

Central Health FY 2020 Dashboard Menu

| | | | | |
|---------------------------|---|---|---|--|
| 5 | Report (Maps) - Demographic: Population, Geographic, Economic, Asset, & Disease Overviews | Biennial Even Years/Q3 Note: Maps maintained live on website; site information updated quarterly | Annual demographic characteristics of the covered and served patient populations of the Central Health Enterprise. Network map of provider locations by service line, with reference to historical maps to demonstrate changes in the network. | Inform health equity and capital investment decisions. |
| 6 | Report - Patient Populations and Gap Analysis HOLD – Pending discussion on inclusion in Demographic Report (#5) and/or Services Reporting Dashboard (#4) | Annual/Q3 Note: 16-month reporting lag due to timing of American Communities Survey population estimates | Analysis of the total and percentage of Travis County residents at or below 200% of the federal poverty level receiving access to health coverage and health care services through Central Health. Additional analysis will include breakdowns of coverage programs (by enrollees) and system utilization, and how these changes impact capacity. | Inform enrollment, eligibility, community outreach and service line decisions. |
| | | | | |
| Financial | | | | |
| 7 | Dashboard - Budget and Financial Indicators | Annual/Q3 | Indicators will include trends of annual tax revenue and budgeted health care delivery. Further analysis will compare Central Health taxes and capital debt to those of the five other major Texas hospital districts. | Assist with budget and tax rate planning. |
| 8 | Dashboard - Revenue & Expense Historical by Month | Quarterly Month following end of quarter month. | Three-year historical average revenue and expense by month compared to current, end-of-quarter month. | Inform of variances compared to historical averages. |
| | | | | |
| Culture: Workforce | | | | |

Central Health FY 2020 Dashboard Menu

| | | | | |
|-----------|--|--|---|---|
| 9 | Report - Current Workforce Demographics and Levels, New Hires, & Turnover | Quarterly January, April, July & November, Central Health Enterprise Reports Pending | Counts and comparisons to other jurisdictions and population served for current workforce, new hires, and turnover. Breakdowns for gender, race, ethnicity, and other reporting formats (e.g., EEOC formats). | Inform on diversity and inclusivity of workforce at all levels of the organization. Compliments report under #14. |
| 10 | Report - Compensation | Annual October | 2020: Comprehensive review of paygrades and ranges. After 2020: Updates on market adjustments only or other significant changes to the compensation program. | Establish the compensation philosophy and inform on changes in overall compensation program. |
| 11 | Report - EEOC Category Reports & Demographic Background | Annual June, Central Health October, Enterprise | Demographic data for Executive Management, Senior Director, Director, Middle Management, Supervisors and Administrative Staff | Review of data submitted to the EEOC |
| | Memo - Employee Benefits Overview | Annual June - Enterprise | Components of employee benefits, including health insurance, retirement, and other non-compensation items | Inform on total benefits package essential to workforce recruitment and retention |
| 12 | Report - Organizational Chart | Annual October | Central Health's organizational chart and the number of exempt & nonexempt staff | Inform on structural organization of staff and how organization will support objectives |
| 13 | Memo - Training & Development Initiatives (Retention & Pathways) | Semi-Annual January & November, Enterprise | Project update on the implementation of the training & development initiatives, including achievements and success stories. | Inform on culture of training and development for workforce. |
| 14 | Memo - Recruiting Strategies Possibly combine with Training & Development (#13) | Quarterly Beginning in October; Will shift to Semi-Annual if combined with other report | Project update on recruiting strategies | Inform on progress for improving recruiting and diversity among job applicants. Compliments report under #9. |
| | | | | |
| | | | | |
| | | | | |

TENTATIVE OCTOBER AGENDA ITEMS

**Note: The following recommendations are subject to approval by the respective Chairs*

October 14th

Eastern Crescent Subcommittee (12pm)

Agenda Items:

- Approve minutes.
- Receive a status update on COVID-19 testing in the Eastern Crescent.
- Discuss and provide direction on processes for healthcare delivery planning, design and construction, and community engagement for interim and long-term facilities in Eastern Travis County.
- Receive an update on the staffing and relocation of the resource center from Volma Overton Elementary School to Barbara Jordan Elementary School.
- Receive an update on the planned land acquisition of the city tract for the future Loyola Town Center.

Strategic Planning Committee (1pm)

Agenda Items:

- Approve minutes
- Receive an update on dashboards Q3 and Q4 (projected).
- Board reporting
- Update on Health Equity Policy Council

October 28th

Executive Committee Meeting (4:30pm)

Agenda Items:

- Approve minutes
- Review tentative schedule and agenda items for November Board and Committee meetings.

Board of Managers Meeting (5:30pm)

Agenda Items:

- Approve minutes
- CEO report
- Report- EEOC Category Reports and Demographic Background
- Receive a presentation from Cool River Consulting regarding employee compensation philosophy
- Report- Compensation, comprehensive review of paygrades and ranges
- Receive a presentation from JointTech
- Report- HUB Vendor Work Plan
- Central Health Workforce Recruiting Strategies (memo)
- Red River Street ILA
- CEO Evaluation Tool

**TRAVIS COUNTY HEALTHCARE DISTRICT D/B/A CENTRAL HEALTH
BOARD OF MANAGERS
RESOLUTION ADOPTING THE FISCAL YEAR 2021 BUDGET**

The Travis County Healthcare District (the “District”) d/b/a Central Health Board of Managers (the “Board”) hereby adopts the Central Health Fiscal Year 2021 Budget, which:

(i) consists of the Central Health Fiscal Year 2021 Budget Sources and Uses Summary (attached as Attachment A) and the Central Health Fiscal Year 2021 Budget Uses Detail (attached as Attachment B), both of which are incorporated herein by reference as if set out in full;

(ii) directs the President and CEO to advance the following Strategic Goals and Objectives of the District, as previously established, and the related work with periodic reports due to the Board of Managers as follows:

1. Develop and execute health care delivery based on people and place.
 - a. Continue service site expansion in Colony Park, Hornsby Bend, and Del Valle or Southeast Travis County, with commencement of site development and presentation of project budgets and estimated timelines for the phases of work.
 - b. Ensure that connection to people and place is supported by a culture of equity, inclusivity, and diversity in both Central Health’s workforce and contracts with Historically Underutilized Businesses.
 - c. Support ongoing COVID-19 response efforts for the benefit of Central Health funded patients, including support of clinical partners’ testing operations, contact tracing, vaccination efforts to reduce seasonal flu spread and utilization of critical care resources, outreach and education in high-risk zip codes and communities, and other mitigation efforts.
2. Implement patient-focused and coordinated health care system.
 - a. Develop initial goals, identify care gaps, and identify critical investment targets to improve access to care by building a health care system focused on health equity and meeting the health care needs of eligible members of the low-income population.
 - b. Improve access to specialty care across prioritized service lines.
 - c. Implement a new in-house call center to improve and streamline eligibility and enrollment in MAP and MAP-Basic coverage programs.

- d. Support implementation of CommUnityCare’s transition to EPIC, a new electronic health record management system.
 - e. Develop plans to continue to appropriately utilize telemedicine, virtual care, and e-consults for primary, behavioral, and specialty care.
 - f. Align and strengthen case management across the District’s Enterprise (i.e., CommUnityCare; Community Care Collaborative; and Sendero Health Plans). Coordinate communications and outreach with health care delivery operations to inform the community, and specifically Central Health funded patients, of available, culturally- and linguistically competent health care services and programs.
3. Implement a sustainable financial model for health care delivery, including optimizing the former Brackenridge Campus (n/k/a Downtown Campus) redevelopment to fund Central Health’s Mission.
 - a. Establish and implement a hospital care and services funding model that is transparent and structured such that any funding commitments and assumption of risk ensures optimum use of local tax dollars and other public funds. Further, the model should ensure quality, accountability, public benefit, and be based on measurable hospital and specialty services for Central Health’s funded patients. This work will require Central Health to adopt additional operational responsibilities and maintain a sufficient level of reserves.
 - b. Optimize the Downtown Campus redevelopment by completing demolition of buildings, obtaining optimum zoning overlays from the Austin City Council, and completing negotiations with the City of Austin regarding the realignment of Red River Street.
 - c. Maintain sufficient reserves to ensure that emergency and total reserves, as projected in the development and approval of this Budget, are at levels sufficient to maintain current service levels and permit appropriate enhancements based on planning efforts and scaled appropriately to take into account the risk capacity of Central Health. Reserve levels should not be materially affected by unplanned expenditures or new, mid-year programming unless there is a compelling, time-sensitive business case that staff or a Board member recommends to the Board of Managers and that the Board approves. Reserves will also include resources to improve access to the appropriate levels of primary and specialty care services that improve patient experience and quality of life; and

(iii) acknowledges that the Central Health Fiscal Year 2021 Budget will require a myriad of operational activities, consistent with Central Health’s mission and values, to make

improvements and maintain operations to ensure that Central Health and its Enterprise partners (i.e., CommUnityCare Health Centers and Sendero Health Plans), achieve their stated mission(s), promote equity, and reduce health disparities in those we are privileged to serve. The Board further acknowledges that staff time and resources will be dedicated to process improvements, technology and facility operations, communications and outreach, reporting, planning, strategy development, all facets of health care delivery, human resources, governance, compliance, procurement, and sound business and fiscal practices.

Pursuant to Chapter 281 of the Texas Health & Safety Code, the Central Health Fiscal Year 2021 Budget Sources and Uses Summary and any amendments thereto must be approved by the Travis County Commissioners Court before the budget becomes effective. Moreover, any expenditures incurred or paid pursuant to this Central Health Fiscal Year 2021 Budget shall be controlled by the Travis County Healthcare District Financial Policies, and any other policies adopted by the Board related to reserve levels or the expenditure of funds that explicitly require the Central Health Board of Managers approval. The acquisitions and services funded by Central Health will, to the greatest extent possible, be predicated on the submission of service or business plans that measure viability, sustainability for the intended term, and value to Central Health's mission.

ADOPTED at an open meeting of the Central Health Board of Managers held on the ___ day of September 2020.



CENTRAL HEALTH

Our Vision

Central Texas is a model healthy community.

Our Mission

Central Health creates access to healthcare for those who need it most.

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.

CENTRAL HEALTH BOARD OF MANAGERS EXECUTIVE COMMITTEE

September 16, 2020

AGENDA ITEM 6

Briefing from counsel on Texas Open Meetings Act, Board Manager actions, and related legal issues.⁴



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CENTRAL HEALTH BOARD OF MANAGERS EXECUTIVE COMMITTEE

September 16, 2020

AGENDA ITEM 7

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