



July 17, 2019

2020 Budget Engagement Report

METHODS & APPROACH

As a tax-funded public agency, Central Health uses a systematic approach to community engagement and public participation. This approach employs methods recommended by the Systematic Development of Informed Consent (SDIC) public engagement process from the Institute for Participatory Management & Planning (IPMP), as well as the International Association for Public Participation (IAP2). Both public participation models are widely used by public entities, including the City of Austin, Capital Metro, and the Austin Independent School District.

TACTICS & ACTIVITIES

As a steward of public funds, Central Health uses these systematic engagement methods to prioritize tactics and activities based on overarching defined objectives. We used the following community engagement tactics and activities during Fiscal Year (FY) 2019:

1. Community Conversations
2. Community Advisory Committees
3. Surveys and In-person Interviews

For a detailed list of communications and outreach tactics used to raise awareness of these activities, see Exhibit A.

Budget engagement is a year-round process. This fiscal year, it began with a series of advisory committee meetings, followed by Community Conversations, the dissemination of bilingual (Spanish/English) surveys and the administration of in-person interviews – also bilingual.

A combined total of **234 community members provided input** throughout the FY 2020 budget engagement process. Below is a recap of our public participation efforts in FY 2019, which are informing the FY 2020 budget.

# of Activities	Type of Activity	# of people
3	Community Conversations	89
8	Community Advisory Committee Meetings	44
1	Survey/In-Person Interviews	101
Total number of people		234



Community Advisory Committees

To ensure community members have a seat at the table when it comes to planning health service expansion in their neighborhoods, Central Health formed community advisory committees in early 2018. Members include residents, community partners, advocates, neighborhood association members, representatives of school districts, faith-based organization leaders, and elected officials. Advisory committees help us get to know, and connect with, each unique community.



From October 1 - June 18, Central Health hosted 7 advisory committee meetings:

1. October 2018 – Southeast Travis County (Del Valle/Creedmoor) Advisory Committee
2. November 2018 – Northeast Health & Wellness Center (Colony Park/Manor) Advisory Committee
3. November 2018 – Southeast Travis County Advisory Committee
4. February 2019 – Greater Hornsby Bend Advisory Committee
5. February 2019 – Northeast Health & Wellness Center Advisory Committee
6. May 2019 – Southeast Travis County Advisory Committee
7. May 2019 – Northeast health & Wellness Center Advisory Committee
8. June 2019 – Northeast Health & Wellness Center Advisory Committee

An average of 44 residents attended all three advisory committee meetings from October to June.

Input Summary

As new services launch, community advisory committee members have turned their attention to outreach. Below is a brief summary of comments from these meetings:

- Staff should attend existing events, rather than creating more/news events.
- Staff should bring paper flyers and documents, as internet is not always available.
- Consider offering wellness programming on days of scheduled health care delivery, or a “compassion closet,” including basic needs, such as diapers, hygiene products, etc.
- Staff should connect with local groups, such as churches, schools and neighborhood centers for outreach purposes.



- It is challenging to coordinate signage and permitting when multiple agencies are involved, but signage for recently launched projects needs to be prioritized and expedited.
- Members continue to ask about the soon-to-launch Community Health Worker pilot program.

Community Conversations

Central Health held three Community Conversations – or public meetings – to inform, as well as obtain feedback from, community members. Before every meeting began, staff asked attendees if anyone needed accommodations for Spanish language translation services.

Community Conversation: Sendero Health Plans

On Monday, April 15, Central Health and Sendero hosted a Community Conversation to discuss how they leverage local dollars to draw down federal funding through the Affordable Care Act (ACA), and enrollment numbers for Central Texas. The event took place from 6:30 - 8 p.m. at Central Health's administrative offices. As participants arrived, they received a copy of the presentation slides, the agenda, and an index card to write down questions.



After a brief overview of the Central Health Enterprise from President & CEO Mike Geeslin, the following staff and board members provided an update and answered questions on Sendero's 2019 strategy to give high-risk Medical Access Program (MAP) members the option to enroll with Sendero to leverage greater services and funding offered through the ACA and in doing so, stabilize Sendero's finances. Presentation slides are attached to this report.

Staff & Board members leading the Community Conversation

1. Kit Abney-Spelce, Senior Director of Eligibility Services, Central Health
2. Dr. Charles Bell, Sendero/Central Health Board Member
3. Wes Durkalski, CEO, Sendero Health Plans
4. Mike Geeslin, President and CEO, Central Health
5. Michelle Tijerina, Director of Health Insurance Enrollment and Training, Central Health



6. Dr. Guadalupe Zamora, Board Chair, Central Health

Input Summary

- Attendees made it clear they would like to see a “worst case scenario” plan and potential impact to Sendero members.
- They indicated they would like to learn more about the evaluation process being used to determine Sendero’s return on investment.
- Attendees would like the opportunity to provide public comment well before the Central Health Board of Managers adopts the FY 2020 budget in September.

After the presentation, staff encouraged attendees to ask questions or give their comments. Staff sent the Community Engagement Report for this Community Conversation with attendees and those who had expressed interest in this topic in previous months – along with answers to the questions asked by attendees.

Community Conversation: Central Health’s Downtown Property

On May 20, Central Health held a Community Conversation to update residents on the redevelopment of its downtown property. The event took place from 6:30 - 8 p.m. at Central Health’s administrative offices. As participants arrived, they received a packet with information about Central Health’s downtown property, the 2017 Master Development Plan, what’s next for the downtown property, and how it’s paying for health care in Travis County. The handout also included maps outlining the leased blocks and the blocks slated for demolition during Phase I of the redevelopment.



After a video commemorating the former Brackenridge Hospital, Central Health’s President and CEO Mike Geeslin explained Central Health’s comprehensive community engagement process to help plan for the future of its downtown property, which resulted in a Master Plan guided by three overarching principles: mission, stewardship and partnership. He explained the community made



it clear its first priority was to generate revenue for health care. Staff and board members then lead a presentation, which was followed by a discussion.

Staff & Board members leading the Community Conversation

1. Mike Geeslin, President and CEO, Central Health
2. Steven Lamp, Vice President of Real Estate and Facilities, Central Health
3. Maram Museitif, Board Member, Central Health
4. Larry Wallace, Enterprise Chief Administrative Officer, Central Health

Input Summary

- In addition to generating revenue for health care, include goals of creating a pedestrian-friendly environment, taking vehicles off the road, not just constructing buildings.
- Attendees would like to be updated on the realignment of Red River and the Capitol View Corridor.
- Attendees would like to understand Central Health’s downtown property redevelopment plan to both generate revenue for health care and provide a direct benefit to clients through the use of public space.

Following the Community Conversation, staff sent a special edition newsletter to attendees and every resident who had expressed interest in this topic since 2015. The newsletter included links to the presentation, handout, video of this Community Conversation and a link to an online form to submit comments. In addition, staff followed up with special interest groups, including neighborhood associations, to offer to update them on this project. For more information, visit CentralHealth.net – under Projects & Partnerships.

Community Conversation: the 2020 Budget

On April 29, Central Health held a Community Conversation to gather feedback for the 2020 budget. The event took place from 6:30 - 8 p.m. at Central Health’s administrative offices. As participants arrived, they received a packet explaining the budget engagement process and timeline, the FY 2019 budget and FY 2018 accomplishments.





After an overview of Central Health by President and CEO Mike Geeslin, Central Health staff explained the budget engagement process and timeline and the FY 2019 budget. As staff discussed FY 2018 accomplishments, participants used an Audience Response System to vote on the following questions

1) With limited resources, how would you prioritize spending on the following?

	Very Important	Somewhat Important	Not Important	Not Sure
Build more “brick-and-mortar” clinics	33%	61%	6%	0%
Invest in alternative health care solutions (i.e. telemedicine, mobile clinics, house call services, etc.)	95%	5%	0%	0%
Pay for more transportation to/from clinics (i.e. Lyft, shuttle service, etc.)	32%	58%	11%	0%

Comments

- “At the rate Austin is growing, perhaps it’s better to invest in alternative health care solutions and transportation due to the transient nature of the target population.”
- “Each community has specific needs, so health care solutions should be tailored to specific populations.”
- “Manage expectations and work with population to modify behavior according to how health care is delivered.”

2) If the Affordable Care Act goes away, how should Central Health respond?

Pay health insurance premiums for residents with low income (Central Health Premium Assistance Program)	7%
Expand local health coverage programs (i.e. MAP)	13%
Both	81%
Other options	0%

Comments

- There were questions regarding the way the Risk Adjustment Program works.

3) Is the amount you pay in property taxes to support health care in Travis County *too much, too little or about right?*



Too much	0%
Too little	54%
About right	46%

Comments

- “How do you balance tax dollars to pay for health care for people with the greatest need?” A couple of attendees expressed their concern about including people who are not being served in research efforts. For example, it can be a challenge to get patients to participate in focus groups or surveys because they may not trust the institution.
- “The community wants to do something about community health, but we need Central Health to be judicious and thoughtful when increasing taxes. Central Health should explain tax increases carefully to residents. Consider doing a direct mail campaign covering every household in Travis County to explain the value the Central Health Enterprise brings to the community.”

4) Based on what you’ve heard tonight, is there anything else you’d like to know more about?_

Comments

- Attendees would like to learn more about Central Health’s capital investments plan in the FY2020 budget.
- Attendees expressed the need for more communications and outreach, particularly with African Americans and those with limited English proficiency and/or digital skills.

Surveys and In-person Interviews

To capture feedback from individuals beyond those who attended the Community Conversations, Central Health administered an online survey and conducted in-person interviews at outreach events, clinics and enrollment assistance offices. Combined, 101 community members participated through the online survey and in-person interviews. The majority of participants (88%) responded to the survey in English, while 12% selected the Spanish version.





1) With limited resources, how would you prioritize spending on the following?

	Very Important	Somewhat Important	Not Important	Not Sure
Build more “brick-and-mortar” clinics	33%	45%	20%	2%
Invest in alternative health care solutions (i.e. telemedicine, mobile clinics, house call services, etc.)	68%	26%	6%	0%
Pay for more transportation to/from clinics (i.e. Lyft, shuttle service, etc.)	51%	43%	6%	0%

2) If the Affordable Care Act goes away, how should Central Health respond?

Pay health insurance premiums for residents with low income (Central Health Premium Assistance Program)	6%
Expand local health coverage programs (i.e. MAP)	35%
Both	49%
Other options	10%

3) Is the amount you pay in property taxes to support health care in Travis County *too much, too little or about right*?

Too much	13%
Too little	45%
About right	42%

In addition to the 4 questions staff asked of attendees at the Budget Community Conversation, in the online survey and in-person interviews, residents were asked to give their feedback on Central Health’s strategic priorities. For each strategic priority, they were asked to vote on ‘*How much do you believe this activity is needed in Travis County at this time?*’

Below are the combined results for each financial priority. The results below are rounded to the nearest whole percentage point.

Topic	Not at all	Very little	Neutral	Somewhat	To a great extent
Expand Health Services	4%	2%	6%	18%	70%



Population Health	2%	4%	12%	19%	63%
Health Coverage	4%	2%	2%	6%	80%
Primary Care & Specialty Care	2%	0%	0%	29%	69%
Patient Experience	4%	0%	4%	19%	73%
Stewardship	0%	4%	11%	19%	66%

Input Summary

- A large majority of survey respondents indicated that service and facility expansion and population health is needed in Travis County.
- Green spaces, ancillary and primary care health services, healthy food options, and affordable child care are solutions identified by survey respondents to feel healthier and improve their quality of life
- Survey respondents provided feedback on the need for more access to health care services beyond primary care (e.g. specialty and ancillary care, wrap around services), and more diverse providers/staff delivering health care services.

CONCLUSIONS

Overall, about 71 percent of participants agreed to a great extent with Central Health's priorities. The two priorities that garnered lower support were 'population health' and 'stewardship.' However, when including participants who "somewhat agreed" with these priorities, 82% and 85% agreed with these priorities, respectively.

NEXT STEPS

The budget engagement process will continue through September 4, 2019 as outlined below.

- **July 5:** Budget Engagement report posted on CentralHealth.net/2020Budget
- **July 29:** Community Conversation: The 2020 Proposed Budget
- **Aug. 28:** First budget public hearing
- **Sept. 4:** Second budget public hearing
- **Sept 18:** Central Health board of managers votes on final draft
- **Sept. 24:** Commissioners court votes on final budget

EXHIBIT A

COMMUNICATIONS & OUTREACH

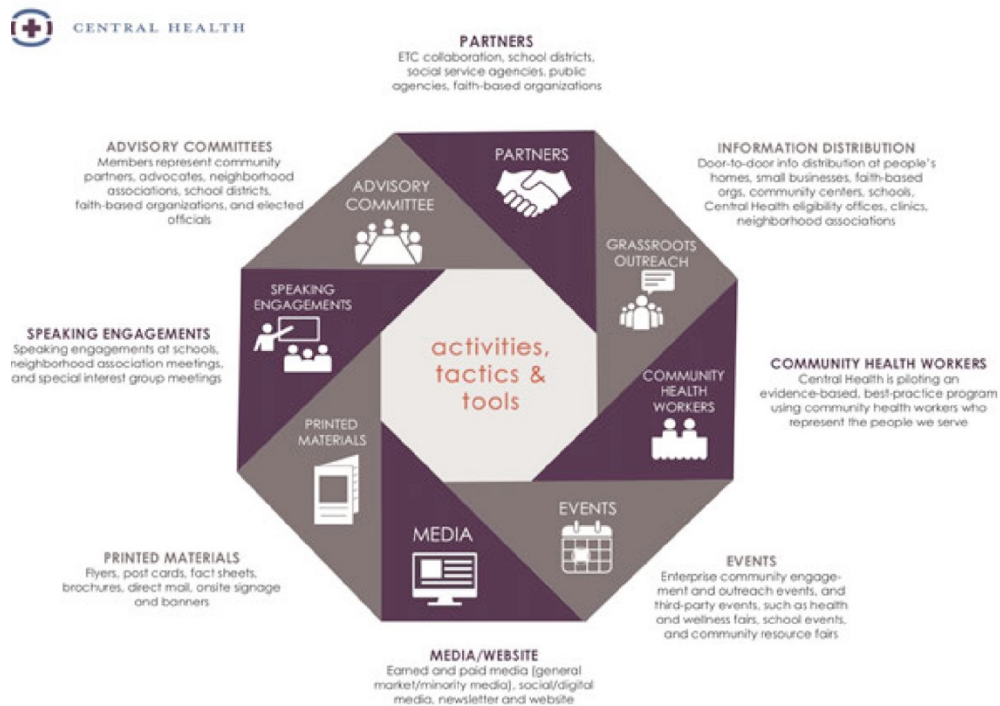
Central Health is working with CommUnityCare to implement a comprehensive approach to communications and outreach, using a logic model based on the Theory of Change. The model helps us ensure we are thoughtful and methodical in the selection, implementation, and evaluation of communications, community engagement and outreach tactics.



Objectives

Our primary objectives under this model are to increase the number of people who 1) enroll in health care coverage programs and 2) if or once enrolled, access health care services. We employ these tactics to get the word out about community engagement activities.

Central Health and CommUnityCare’s Menu of Activities, Tactics and Tools





GRASSROOTS OUTREACH

Community Events

Central Health and CommUnityCare partner with schools, community centers, faith-based organizations (i.e. churches), and other organizations to share information about services and engagement activities at outreach events.

Canvassing (Door-to-door flyer distribution)

New in FY 2019, Central Health began working with a vendor to distribute informational flyers door-to-door priority areas.

COMMUNITY HEALTH WORKERS

In collaboration with CommUnityCare, Central Health is piloting an evidence-based, best practice program using state-certified community health workers who represent the people we serve.

PARTNER ENGAGEMENT

Central Health continues to build a sustainable outreach partner engagement program to amplify our communications efforts. We schedule speaking engagements at partner organizations, schools, faith-based organizations, neighborhood associations and other special interest groups. Our Community Health Champions play a major role in these efforts. Collectively, we also share information regarding enrollment for health coverage and new services for outreach partners to place on their newsletters, bulletins, and websites.



Faith-Based Organizations

Central Health has launched a sustainable outreach program with faith-based organizations – with a special emphasis on churches which draw people of color. The program will help us establish, maintain and deepen relationships with faith-based organization leaders to ensure we are reaching members of their congregations through events, public speaking engagements, and information-sharing via their newsletters and bulletins. We are intentional about reaching our target population while being inclusive of all ethnic and religious backgrounds.



Schools

Staff engage with schools to share information about health coverage and services with parents and their children. Staff also shares information about engagement activities, including community advisory committee meetings. We attend school events, “coffee with the principal” meetings, parent support specialist meetings, CATCH Nights, etc. When possible, we send information home with students. Parent support specialists at area schools have a strong influence on the children and families associated with the school to which they’re assigned.

Neighborhood/Mobile Park Associations

Staff attend neighborhood association meetings to share information about health care coverage and services. Staff also shares information about engagement activities, including upcoming advisory committee meetings.

Neighborhood Centers

Staff engage with neighborhood or community center outreach staff to share information about health care coverage and services. Staff also shares information about engagement activities, including upcoming advisory committee meetings.

MARKETING

Direct Mail

CommUnityCare mails collateral materials to promote health care services to current patients living in a specific ZIP code. When the organization needs to target specific neighborhoods within a ZIP code, CommUnityCare partners with neighborhood associations on direct mail campaigns.

Signage

CommUnityCare and Central Health partner to produce and place signage to promote health care services.

ONLINE COMMUNICATIONS

Social Media

Information about services and engagement opportunities is shared on Central Health's social media channels, including Facebook, Twitter, YouTube and Instagram. While close to 3,000 individuals *like* us on Facebook, about 2,000 individuals follow us on Twitter. Central Health posts on Facebook and Tweets at least once per day.

E-Newsletters

Central Health distributes a monthly e-newsletter to nearly 7,000 individuals, including health care providers, nonprofit organizations, institutions of higher learning, public agencies, community advocates and interested residents.

Additionally, to keep stakeholders informed, in Sept. 2017, Central Health began producing and distributing a quarterly e-newsletter, updating elected officials and actively engaged individuals of any progress. Interested individuals can sign up to receive this monthly e-newsletter via our



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website, during a public speaking engagement, or at an outreach event. The e-newsletter currently goes to approximately 250 interested and engaged individuals, and it is quickly growing.

Central Health shares content about health care coverage programs and health care services to be shared through partner newsletters.

Website(s)

CommUnityCare and Central Health place content about health care coverage and health care services on their websites.

COMMUNITY ADVISORY COMMITTEES

Central Health works with members of its advisory committees in each of these areas to place information about services in their newsletters, church bulletins, etc.