

FISCAL YEAR 2025

Approved Budget

2025



CENTRAL HEALTH

Letter from the CEO

At Central Health, we ensure every Travis County resident — regardless of background, language, or financial status — has access to compassionate, high-quality health care. Our fiscal year 2025 budget reflects meaningful steps toward a healthier, more equitable community.

With guidance from our Healthcare Equity Plan, community feedback, and our all-volunteer Board of Managers, our \$888.7M budget focuses on improving health outcomes in Travis County by addressing unmet needs.



Key investments include:

- **Specialty Care Expansion:** To reduce delays for lifesaving services like cardiology, gastroenterology, psychiatry, and rheumatology, we're doubling our direct specialty care investment to \$60M this fiscal year. With our clinics strategically located in underserved communities, we aim to provide 30,000 patient visits — a sixfold increase from FY24 — to get these important services to those who need it most.
- **Strengthening Primary Care:** We're investing \$74M to enhance access to primary care through our partners CommUnityCare, People's Community Clinic, and Lone Star Circle of Care, ensuring MAP and MAP Basic members receive essential routine and preventive care.
- **Prioritizing Mental Health Services:** To meet growing needs, we're allocating more than \$25M to contracted psychiatry, therapy, and substance use treatment services and almost \$3M to direct behavioral health services. We are also collaborating with Integral Care, the Travis County Sheriff's Office, UT Dell Medical School, and other local partners to enhance care coordination and diversion programs for justice-involved people.
- **Support for Unhoused Populations:** We are establishing a respite care facility in downtown Austin to support unhoused patients as they recover from illness. We are also expanding our Bridge Program with a mobile team to bring care directly to people experiencing homelessness, in addition to providing care for them at our Bridge Clinic.
- **Partnerships for Whole-Person Care:** For support that goes beyond medical care, we're investing in the Black Men's Health Clinic, African American Youth Harvest Foundation, Hungry Hill Foundation, and Trauma Recovery Center to address our patients' non-medical needs. This enables us to treat them as whole people, not just their physical conditions.

Much of the start-up funding for these investments comes from our well-managed cash reserves, which minimizes the financial burden on taxpayers. We're committed to transparency and accountability as we use these resources to make a tangible, lasting difference in the lives of those we serve.

Thank you for your continued trust and partnership as we work toward a brighter, healthier future for everyone in Travis County.

With gratitude,

A handwritten signature in black ink that reads "Pat Lee, MD". The signature is written in a cursive, professional style.

Dr. Pat Lee
President & CEO, Central Health

Vision

Central Texas health care is getting better every day for everyone, making Travis County a model healthy community.

Mission

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

Values

Central Health will achieve excellence through:

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

Innovation: We create solutions to improve healthcare access.

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.

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

Goals

Access: Increase access to health care for residents of Travis County.

Technology: Maximize the use of technology community wide to influence healthcare decisions and delivery.

Quality: Strategically invest in practice designed to improve healthcare outcomes.

Leadership: Assume a leadership role in convening and planning for the healthcare needs of our community.

Central Health Organizational Chart

Board of Managers



President & Chief Executive Officer



Healthcare Delivery

Administration

- Direct & Purchased Healthcare Services
- Healthcare Operations & Support
- Health Insurance Program Investments
- Health & Wellness Programs
- Real Estate Development
- Community Outreach
- Health Information Technology

- Administration
- Communications
- Compliance
- Finance & Procurement
- Human Resources
- Tax Collection





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Travis County Healthcare District (Central Health)
Texas**

For the Fiscal Year Beginning

October 01, 2023

Christopher P. Morill

Executive Director

Travis County Hospital District has earned the Distinguished Budget Presentation Award in each fiscal year since FY 2020.

Learn more: CentralHealth.net/central-health-receives-distinguished-budget-presentation-award/

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Role of the Hospital District

In May 2004, Travis County voters approved the creation of The Travis County Hospital District (doing business as “Central Health”) under Chapter 281 of the Texas Health and Safety Code. Central Health’s mission is to improve the health of the community by caring for those who need it most. We are empowering communities by building a better healthcare system to serve low-income residents of Travis County.

As required by our enabling legislation, Central Health is required to provide health care to residents who are at or below 21 percent of the federal poverty level (FPL)—currently \$6,552 annual household income for a family of four. Central Health also provides the Medical Access Program (MAP), a local indigent coverage program, to eligible residents who are at or below 100 percent of the FPL (\$31,200 for a family of four). In addition, Travis County residents earning up to 200 percent of the FPL (\$62,400 for a family of four) may receive subsidized health care through Central Health partners on a sliding fee scale known as the MAP Basic coverage program. Coverage of certain services may be more limited than the benefits available to MAP members. The taxpayers of Travis County fund the majority of Central Health’s budget.

Central Health is different than most hospital districts in Texas in that it does not currently own or operate a hospital. The district employs providers to provide specialty care services to eligible residents at three clinic locations. It also delivers care through contractual relationships and affiliations with key healthcare providers in the community.

In early 2022, Central Health adopted the first two phases of its Equity-Focused Service Delivery Strategic Plan (Healthcare Equity Plan), which identified community needs and gaps in both the current and future healthcare system. The intent of the Healthcare Equity Plan is to guide the immediate and long-term improvements to community health care and to reduce inequities for Travis County’s low-income population. In August 2023, Central Health adopted the final phases of the Healthcare Equity Plan, which specified the implementation plan that establishes a financially sustainable spending plan, as the roadmap for building a high-functioning, comprehensive safety-net healthcare system in Travis County. The FY 2025 Budget marks the second year of this 7-year Healthcare Equity Plan.

The adoption of this Plan incorporates an extensive community engagement process that focuses exclusively on the healthcare needs of the patients served by Central Health and covers the next seven years of extensive healthcare service enhancements.

1. U.S. Department of Health and Human Services Poverty Guidelines for 2024, aspe.hhs.gov/topics/poverty-economic-mobility/poverty-guidelines.

Travis County economy and demographics

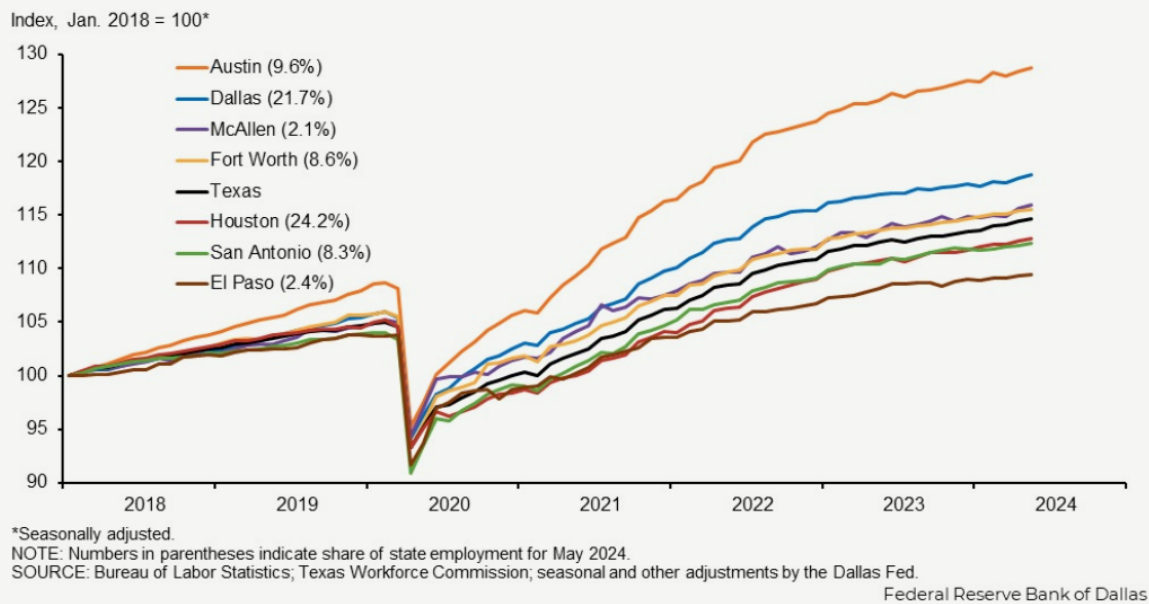
The Travis County economy, situated in the heart of the Austin–Round Rock Metropolitan Statistical Area (MSA), has been experiencing remarkable growth, solidifying its position as a thriving hub for innovation and entrepreneurship. This economic momentum is largely driven by the area’s unique blend of cultural and business attractions, which have collectively contributed to its status as one of the most dynamic economies in the country.

According to the 2023 American Community Survey 1-year estimates, median household income in Travis County was \$97,543 with a 2.4 percent growth over the prior year with the

current unemployment rate at 4 percent. The leading industries are the professional, scientific, management, administrative and waste management services sector at 22 percent of the workforce followed closely by educational services, health care and social assistance at 18 percent of the workforce.²

Among Texas metros, Dallas and Austin led job growth, with payrolls increasing an annualized 2.9 percent for both. McAllen followed closely, posting a 2.7 percent increase. Payrolls rose 2.3 percent in San Antonio, 1.9 percent in Houston and 1.3 percent in both Fort Worth and El Paso.^{3,4}

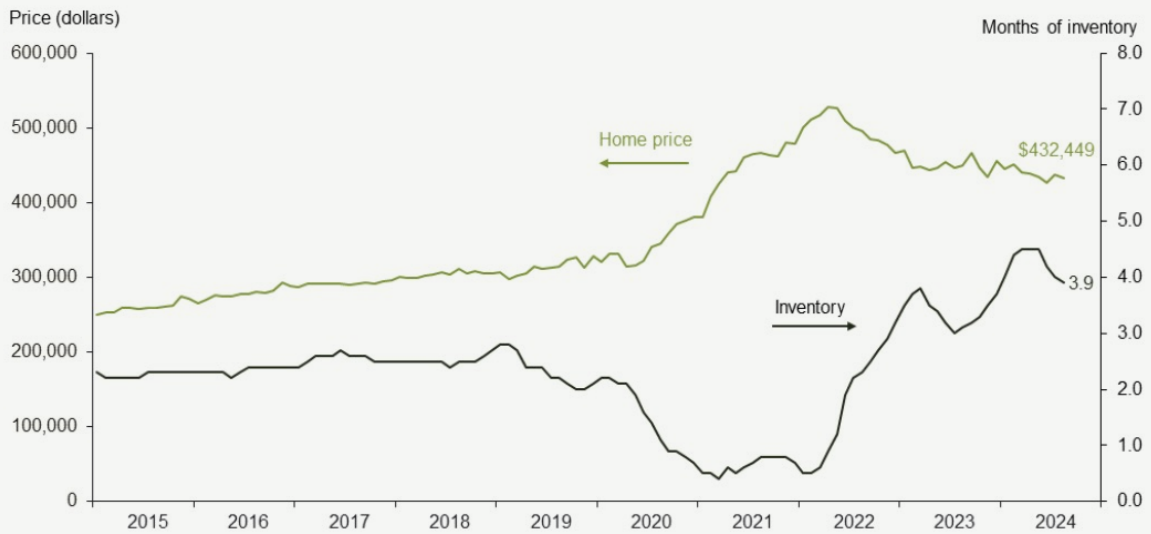
Figure 1: Employment Growth in Major Texas Metropolitan Areas



The housing market in Travis County is also experiencing a surge in growth, with a steady increase in median home price reaching \$432,449 in 2024. This significant increase is likely driven by a combination of factors, including a strong demand for housing and a limited supply of available homes. The new construction sector in Texas experienced a significant value increase of approximately \$5.1 billion, rising from \$4,798,482,236 to \$9,884,291,123 between 2023 and 2024, indicating a substantial growth in construction activity in the region.

2. U.S. Census Bureau, Travis County Profile, data.census.gov/profile/Travis_County,_Texas?g=050XX00US48453.
 3. Texas Economic Indicators, Dallasfed.org.
 4. Austin Economic Indicators, Dallasfed.org.

Figure 2: Median Home Price and Inventory in Austin



NOTE: Data are seasonally adjusted and through August 2024.
 SOURCE: Multiple Listing Service; Real Estate Center at Texas A&M University; adjustments by the Dallas Fed. Federal Reserve Bank of Dallas

While Travis County’s economy is experiencing a surge in growth, a stark contrast exists for its most vulnerable residents. The economic advancements that are driving growth have exacerbated affordability challenges, disproportionately affecting the lower-income population.

The Economic Policy Institute’s Family Budget Calculator measures the income a family in Travis County needs to maintain a modest yet adequate standard of living. A single working adult would need an annual income of at least \$50,212 to meet this standard of living, and a family of four with two children and two working adults would need an annual income of at least \$108,585. According to the data by Texas A&M Real Estate Center⁵, the Housing Affordability Index (HAI) has decreased between 2019-2022, reaching its lowest point near 1.0 by 2022. The HAI is a calculation of the relationship between the median family income and the computed amount to buy a median priced home. A ratio above 1 is more affordable and below 1 is less affordable. The current level indicates

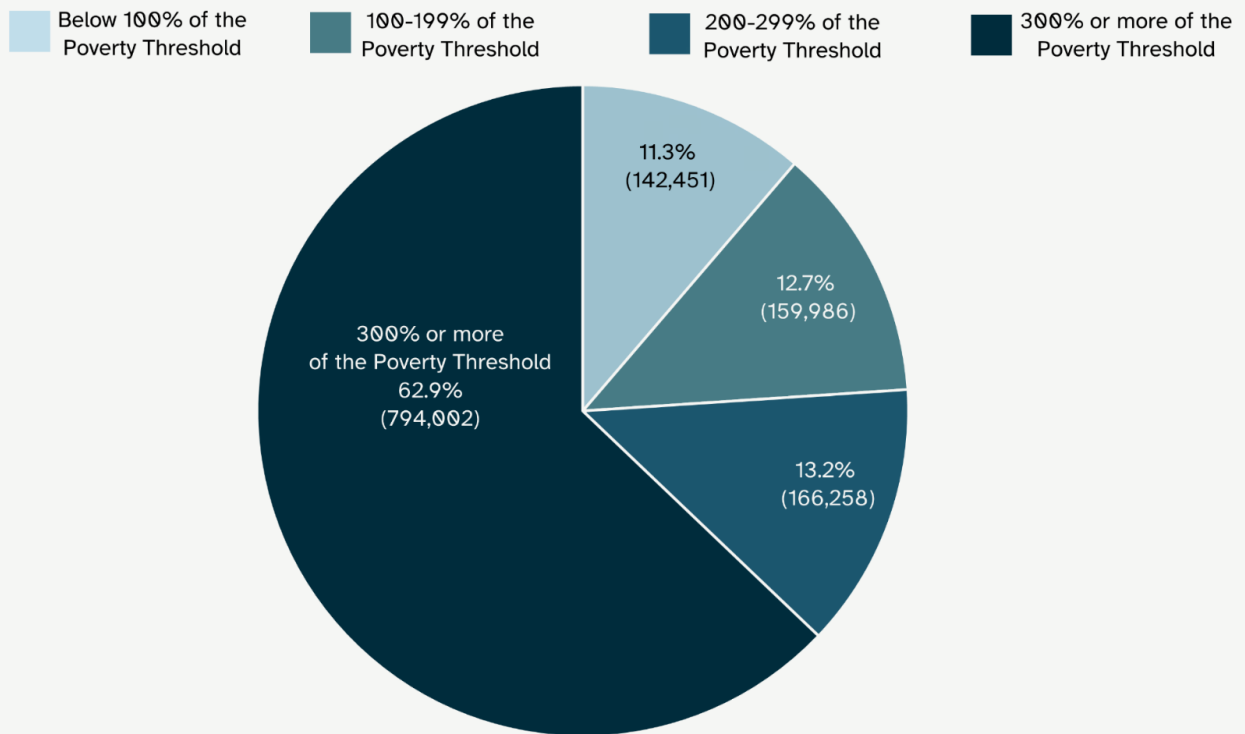
that the median household income is now only just sufficient to cover the income required for a mortgage on a median-priced home in Travis County, pointing to substantial affordability challenges. The latest data point in 2023 shows a slight improvement in affordability with a small uptick in the HAI. This could reflect slight adjustments in local economic conditions, such as wage improvements, a decrease in home prices, or lower interest rates.

By the American Community Survey (ACS) 2018-2022 5-year estimates, Travis County had a total population of 1,262,697, with an estimated 142,451 residents living below 100% of the poverty threshold, representing 11% of the total population. There were an estimated 302,437 residents living below 200% of the poverty threshold, representing 24% of the total population⁶. The data also reveals a stark racial and ethnic disparity in poverty rates, with African Americans, Blacks, and Hispanic or Latino residents being disproportionately affected.

5. Housing Affordability | Texas Real Estate Research Center.

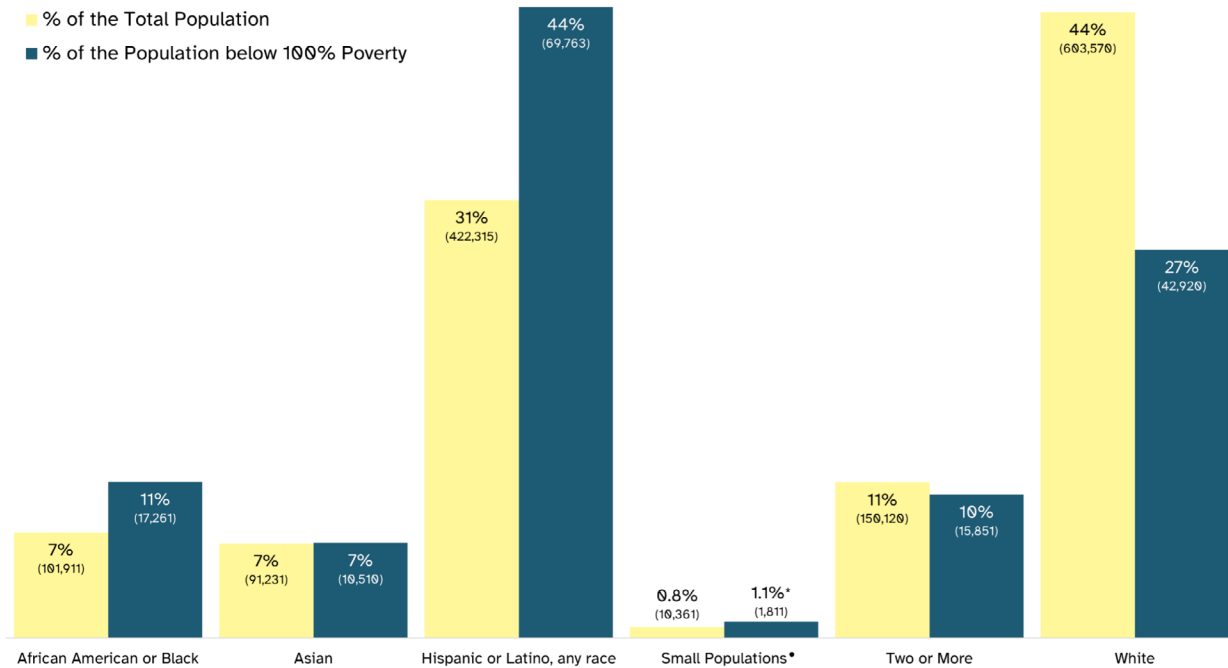
6. Travis County Poverty Brief.

Figure 3: Ratio of Income to Poverty Threshold, Travis County 2018–2022



Created By: Travis County HHS Research and Planning, 2024; Source: U.S. Census Bureau, 2022 American Community Survey 5- Year Estimates C17002 and B17024

Figure 4: Disproportionality of Residents Living Below 100% FPL, Travis County 2018–2022



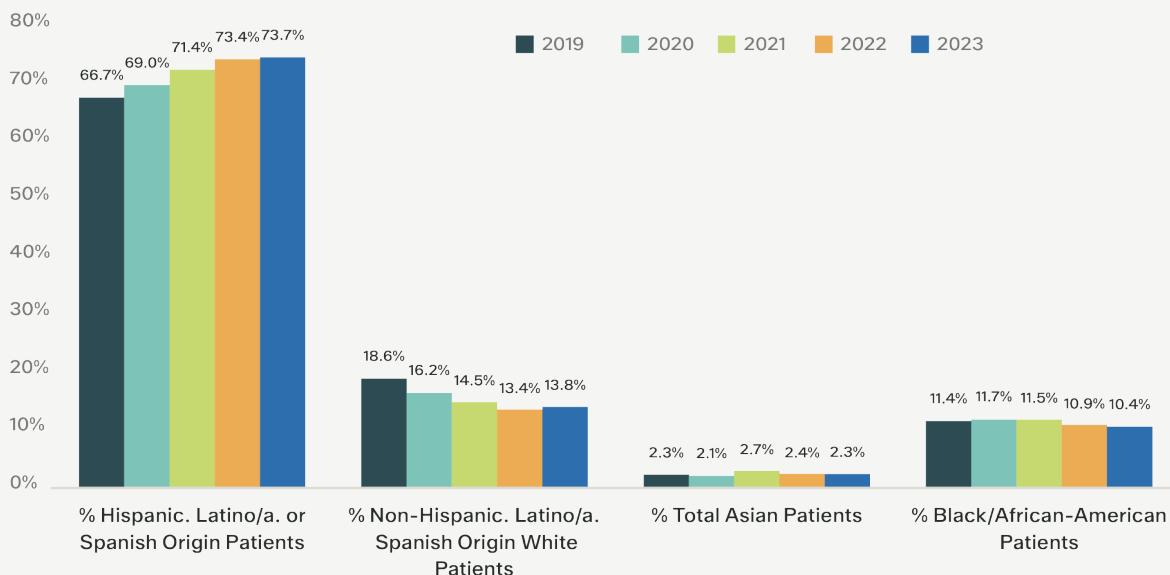
Data accessed October 2024 from Travis County Poverty Brief.
storymaps.arcgis.com/stories/6e8e8c22818a406c8be74ba94566242c

According to Homelessness Response System (HRS) report published in August 2024⁷, nearly 8,400 people who engaged with a direct service provider in 2023 were seeking homeless services for the first time. This is a dramatic increase from the year before and more than twice the number of new people service providers engaged five years ago. A plurality of people seeking services for the first time in 2023 were Hispanic/Latino.

The rising cost of housing and increasing healthcare expenses are exacerbating the challenges faced by uninsured residents in Travis County. With an alarming 11% of the population lacking health insurance, it is imperative that we address the gap in healthcare access. Together with our partners, we are taking steps towards providing essential healthcare services to those in need.

Figure 5 presents patient demographics in Travis County by race and ethnicity from 2019 to 2023. The data reveals a consistent trend, with patients identifying as Hispanic, Latino/a, or of Spanish origin, comprising over 70% of the patient population throughout the five-year period. While other groups, including Non-Hispanic White, Asian, and Black/African American patients represent smaller proportions, their representation over time could be further analyzed to understand any shifts in the overall patient demographic profile. This data can inform strategies to improve healthcare access, reach underserved populations, and demonstrate the potential benefits of bilingual interventions, particularly given the significant Hispanic/Latino/a patient representation.

Figure 5: Patient Demographics by Race and Ethnicity (Based on UDS Data, 2019–2023)



Source: Health Resources and Services Administration (HRSA), Health Center Program Uniform Data System (UDS). Data accessed November 2024. Available at: <https://data.hrsa.gov/tools/data-reporting/program-data?grantNum=H80CS11298>

7. austinecho.org/wp-content/uploads/2021/12/2024_State-of-the-HRS_Final_Updated-9.25.24.pdf.

In our ongoing effort to understand and serve the community better, Central Health published a comprehensive demographic study in 2022.⁸ This study has been instrumental in guiding our health initiatives and resource allocation over the past couple years. Looking ahead, we are pleased to announce that a new demographic study is scheduled for release in February 2025. This upcoming report will provide updated insights that are crucial for our strategic planning and operational adjustments.

For more information about our current MAP enrollment, please visit our Enrollment & Clinic Utilization Dashboard. Central Health remains committed to transparency and excellence in healthcare delivery, and we eagerly anticipate sharing the latest demographic report with you soon. Your ongoing engagement and support play a vital role in our community's health improvements.

Central Health administers the Travis County Local Provider Participation Fund (LPPF)

In 2019, the Texas legislature authorized the creation of the Travis County LPPF, which was created to provide local hospital funds for federal matching of certain Medicaid supplemental funding programs. The LPPF levies an assessment on inpatient hospital facilities to provide the local share of funds for Uncompensated Care (UC) and multiple Medicaid directed payment programs. Supplemental payments support the work of hospitals who care for Medicaid and the uninsured by offsetting unreimbursed costs and enhancing Medicaid payment rates. Overall, the LPPF generates local funding, which in turn brings down more federal matching funds that results in more funding for the local healthcare system.



8. CentralHealth.net/2022-demographic-report/.

Healthcare regulatory and industry considerations

Federal policies and regulations impact the amount and source of federal funds that have been historically utilized to fund healthcare services in Travis County. Central Health closely monitors Federal and State regulations for changes in policy and healthcare finance programs that may impact the budget. Changes are often rapid and significant, which may require Central Health to develop new funding strategies that allow us to enhance available funds to best serve our patients.

The State of Texas relies heavily on local funding to provide the State's share of key Medicaid financing programs, such as Uncompensated Care (UC) through the 1115 Medicaid Waiver and Medicaid directed payment programs (DPPs). Central Health gained reauthorization of the Travis County LPPF during the 2023 legislative session allowing local hospitals to access federal funds from UC and DPPs without additional local tax burden on Travis County residents. Central Health continues to monitor federal regulations regarding LPPF programs to assess any risk related to this critical funding source.

While Medicaid expansion remains elusive, the State signified a strong commitment to mental health and other services in its 2023 session through both legislative and budgetary action. The state budget included billions for state hospital construction and renovation, \$40 million for the Federally Qualified Health Center Incubator Program, and millions in investments in healthcare workforce across a range of specialties. Legislatively, lawmakers extended Medicaid eligibility to twelve months for women after a pregnancy. Several mental health related bills encourage innovations in care, including creation of new grant programs and establishing quality incentive payments that increase access to care.

Collaboration with the City of Austin, Travis County and other local governments continues as we jointly plan for near-term capital projects. In addition, as we plan for FY 2025, collaboration with government partners has focused on continued community response to new and ongoing critical health issues, including public health issues, disaster planning and response, substance use disorders, and mental and physical health services affecting low income and unhoused individuals.



Partnerships for health: the Central Health system

The Central Health system is comprised of Central Health, CommUnityCare (CUC) Health Centers and Sendero Health Plans. Each entity helps fulfill the mission of providing care to the County’s safety-net population as part of a comprehensive, high-quality healthcare system providing better care and coverage for those who need it most.

Together we are building a healthcare ecosystem sustained by compassion, dignity, and transparency.

Our goal is to:

- Expand access to care
- Improve health outcomes
- Serve more people in more places



COMMUNITYCARE

**SENDERO
HEALTH PLANS**

CENTRAL HEALTH

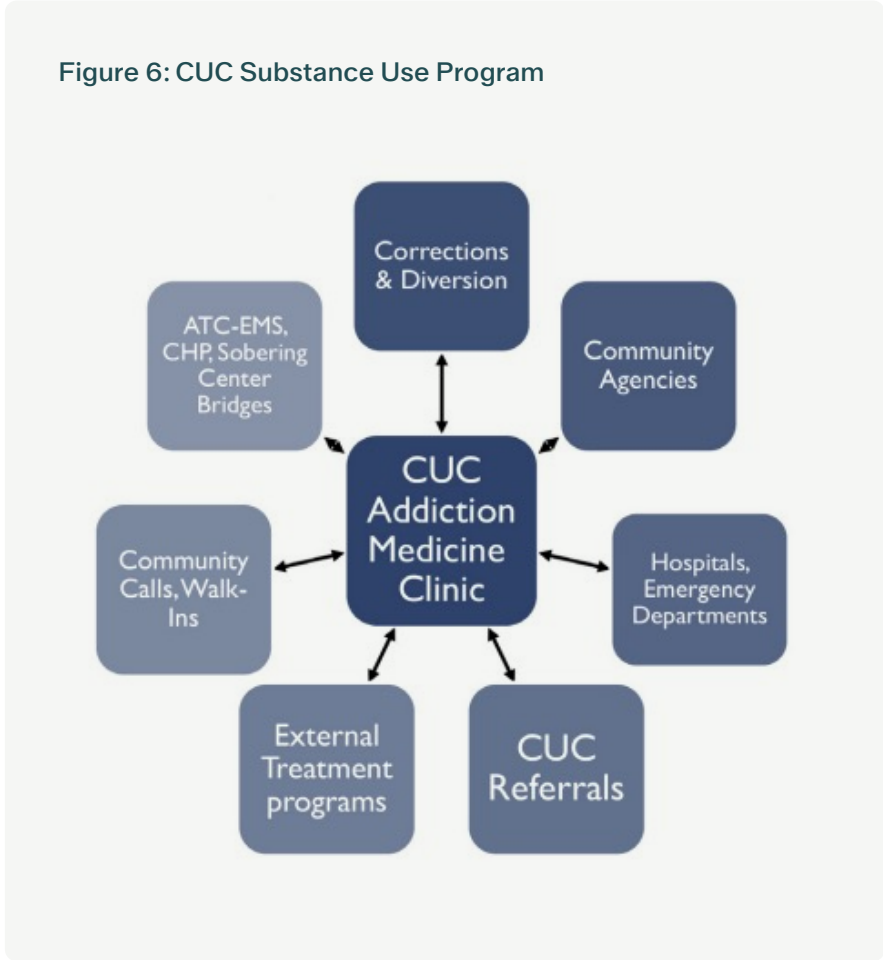


CommUnityCare: Building better access to health care

Mission: to strengthen the health and well-being of the communities we serve.

CommUnityCare (CUC) is the co-applicant in Central Health's Federally Qualified Health Center (FQHC) system. Together, Central Health and CUC form a public health center, a nationally recognized model designed to provide comprehensive care to vulnerable populations. Central Health, created by voters in 2004, initially took over 14 city- and county-owned clinics, establishing a foundation for a public primary care healthcare system in Travis County. Then, in 2009, Central Health created CUC to manage and operate these health clinics directly, further strengthening primary care within the safety net healthcare system.

Today, CUC provides services at 27 locations throughout Travis County, along with one clinic in Bastrop County. In 2022, CUC health centers provided more than 430,000 medical and dental patient visits, which represents more than 129,000 individual patients. CUC provides a full array of patient services, including primary care, dental care, pediatric, specialty care, lab, radiology including mammography, a full-service pharmacy, and behavioral health services. With the addition of Carousel Pediatrics practices in 2019, CUC also offers services for children, including dental, pediatrics, mental health, speech therapy, and physical and occupational therapy.



These services are provided to all who seek care, including people whose income and lack of private health insurance prevents them from accessing care elsewhere. Two of the CUC locations, Hancock and the Central Health Southeast Health & Wellness Center, provide walk-in services to existing CUC patients.

Under the leadership of CommUnityCare Chief Medical Officer Dr. Nick Yagoda and addiction medicine specialist Dr. John Weems, CUC is

working with Central Health to develop a cascade of care that integrates substance use disorder treatment with a patient's ongoing primary care while reducing barriers to that care. Patients are guided by experienced peer coaches as well as trained counselors and case managers who work with CUC's medical care teams. In 2023, the CUC substance use program added more than 350 new patients for treatment of opioid use disorder as well as other addictions.

Sendero Health Plans: Building better local health coverage

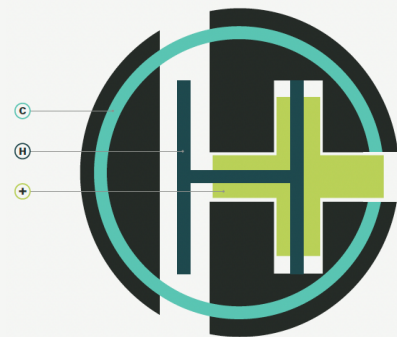
Mission: Sendero is dedicated to improving the health of the community by providing affordable, quality healthcare coverage.

Created by Central Health in 2011, Sendero Health Plans serves as Central Texas' local community-based health plan. As a Qualified Health Plan under the Affordable Care Act, Sendero provides its IdealCare individual health insurance plan through the Health Insurance Marketplace. Sendero coordinates and manages healthcare services through a comprehensive provider network throughout Central Texas. Together with Central Health, Sendero provides comprehensive coverage for medically complex cases among people with low income through its Premium Central Health Assistance Program (CHAP). Through the Health Alliance for Austin Musicians (HAAM), musicians can purchase a Sendero IdealCare plan on the Affordable Care Act insurance exchange. Central Health pays the premiums for HAAM members' coverage through Sendero. In FY 2024, Sendero added a new program allowing income-qualified MAP Basic members to purchase an ACA plan and receive the federal premium tax credit with Central Health covering the rest. Beginning in FY 2025, Sendero will serve as the third-party administrator for Central Health to process claims for MAP members receiving care through contracted providers.



The system brand

To better communicate our alignment as a system of care, each entity collectively launched new brands during FY 2024. The rebranding initiative aims to better reflect the three organizations' shared history, mission, and commitment to expanding equitable access to health care for the people of Travis County and make the system easier for patients, providers, and stakeholders to recognize and navigate.



The new logo features a "C" for "central" and "community," an "H" for "health," also illustrating the Sendero path, plus the internationally recognized healthcare cross.

The brand resulted from extensive research and community engagement in 2023 that was undertaken to address findings in an earlier performance review that constituents were confused about the relationship between Central Health, CUC and Sendero.

Strategic Objectives

In preparing the FY 2025 Budget, the financial priorities were linked to both the Board’s strategic objectives outlined below, and the strategic imperatives outlined in the Healthcare Equity Implementation Plan (the “Plan), which is summarized in the “Health Equity Planning” section that follows.

As a part of the Central Health Strategic Workplan, the Plan was developed to identify community needs and gaps in the current healthcare safety net

healthcare system. Afterwards, a second phase to operationalize a high-functioning, equitable system of high-quality care while optimizing the collective use of capabilities and resources was adopted by the Central Health Board of Managers. Below is more detailed information on the focus areas of the Plan.

The 2023 Central Health Annual Report highlights the major accomplishments for our objective and is included in Attachment E.

Health equity planning

As Travis County’s hospital district, Central Health creates access to care and coordinates healthcare services that enable residents with low income to have the opportunity to get well and stay healthy. Central Health’s mission is to improve the health of the community by caring for those who need it most. To better fulfill this mission in 2020, the Central Health board of managers adopted a strategic priority to improve access to care by building an equity-focused, comprehensive, high-functioning and affordable system of care.

The value of this work in improving the Travis County safety-net healthcare system cannot be underestimated. The first of its kind health needs assessment focused specifically on Travis County’s low-income populations and a gap analysis enhanced by community input were the basis for the comprehensive list of projects, with phasing and funding estimates included in the seven-year timeline. Funding estimates estimate that Central Health will invest nearly \$700 million into projects that strengthen the healthcare safety net.

The Health Equity Implementation Plan is founded upon a goal and four strategic imperatives:

- 1. Access and capacity**
increasing the number of providers and care teams
- 2. Care coordination**
optimizing how patients transition between care settings (e.g., hospital to home)
- 3. Member enrollment and engagement**
enhancing engagement for Central Health Medical Access Program (MAP) enrollees and expanding enrollment in high-need regions
- 4. System of care**
joint service-delivery planning and timely sharing of healthcare data

The planning process included analysis and prioritization of projects that will achieve the greatest impact to the gaps within the safety net, while remaining financially sustainable in the long term. By addressing the strategic imperatives, Central Health will achieve its service delivery strategic goal: To develop an equitable system of care that is comprehensive and accountable, while maximizing the collective use of capabilities

and resources to serve Travis County’s safety-net population. Each imperative has enabling and supporting goals and objectives that measure progress and support accountability. Further, these goals and objectives will serve as the means by which the organization measures success over the next seven years in achieving its mission. The next phase of planning involves the development and implementation of key performance indicators.

Strategic priorities

Central Health’s budget priorities for FY 2025 build on those identified in the Healthcare Equity Strategic plan. We continue the work started in FY 2023 and built upon last year, the first year of our Healthcare Equity Implementation Plan.

In FY 2025, the budget includes expanded specialty care services at three Central Health clinic locations along with additional funding to our provider partners

for additional specialty and post-acute care, and behavioral health funding, including jail diversion. The budget also includes adjustments to the timing and scale of initiatives that were included in the Healthcare Equity Implementation Plan to address emerging priorities.

The budgetary trends over the past several years have been consistently focused on expanding services to new

locations, primarily in eastern Travis County, as well as service lines to add additional access to care for uninsured or underinsured residents. As discussed in the previous section, Central Health continues working to improve health equity by addressing identified health disparities and prioritizing gaps to build a high-functioning system of care across Travis County to address those identified disparities.



Table 1: FY 2025 Access and Capacity Priorities

Value: Increase access and capacity to comprehensive, high-quality, equitable healthcare services.	
Community Need	FY 2025 Budget Highlights
Expand access to specialty care	<ul style="list-style-type: none"> • Continue development of Central Health clinics and clinical expansions at East, Capital Plaza, Rosewood-Zaragosa multispecialty clinic and Hancock • Expand direct practice to include endocrinology, rheumatology, and telehealth services • Expand direct practice service lines and right size specialty areas with significant wait times, including cardiology, gastroenterology, and psychiatry • Design and implement disease specific interventions including heart failure, diabetes, sleep medicine, kidney disease, colorectal cancer screening • Expand inmate health services to include additional specialty care services
Health care for the homeless	<ul style="list-style-type: none"> • Expand Bridge program to add mobile healthcare services for shelter environments, supportive housing developments, and justice-involved, diversion and re-entry populations
Access to mental health services	<ul style="list-style-type: none"> • Expand psychiatric and counseling support services, including in-person and virtual appointments. • Collaborate with Integral Care, the Travis County Sheriff’s office, CUC, Travis County, the City of Austin and other organizations to improve inmate health care and mental health diversion services, including Austin State Hospital campus service planning
Robust post-acute care, including respite and extensivists	<ul style="list-style-type: none"> • Design and plan Cameron Road medical respite facility • Expand teams within skilled nursing facilities and Care at Home
Primary care, including CUC HIV/AIDS program and Pharmacy	<ul style="list-style-type: none"> • Continue build of primary care, HIV, women’s health, convenient care and dental services at Hancock • Develop programming services model for Colony Park Health Center
SUD and addiction medicine services	<ul style="list-style-type: none"> • Expand services and care teams, including outpatient and inmate health • Expand availability of naloxone to prevent overdose
Expanded access to dental care	<ul style="list-style-type: none"> • Continue build of dental care service line at Hancock and Colony Park Health Centers

Table 2: FY 2025 Care Coordination Priorities

Value: Enhance the quality, safety, efficiency and effectiveness of care transitions to better meet patient needs, remove barriers and improve outcomes.	
Community Need	FY 2025 Budget Highlights
Program alignment and augmentation	<ul style="list-style-type: none"> • Improve care coordination by scaling navigation and care connections to handle the growth from direct practice services and downstream clinical referrals • Proactive enrollment in case management, expansion of surveillance teams and disease-specific medical management
Access to hospital care	<ul style="list-style-type: none"> • Implement additional care teams in the emergency room setting and expand inpatient Transitions of Care (TOC) teams at Dell Seton Medical Center and Seton Medical Center Austin
Social Determinants of Health (SDoH)	<ul style="list-style-type: none"> • Launch Central Health Community Healthcare Initiative Fund (CHIF) 2.0 • Develop and implement an organizationally aligned strategic approach to non-medical drivers of health

Table 3: Member Enrollment and Engagement Priorities

Value: Enhance member enrollment and engagement through multiple outreach, communication touch points and drive effective use of coverage program benefits.	
Community Need	FY 2025 Budget Highlights
Enrollment and eligibility	<ul style="list-style-type: none"> • Develop enterprise enrollment and eligibility strategy, with shared enrollment goals and tactics for implementation • Expand onsite enrollment at Cesar Chavez for individuals experiencing homelessness and at new Central Health clinical sites • Develop and implement process with Travis County Sherriff’s office to increase inmate enrollment prior to discharge
Coverage programs, benefits, and structures	<ul style="list-style-type: none"> • Continue exploring opportunities to expand standard MAP enrollment period to 12 months

Table 4: System of Care Infrastructure Priorities

Value: Strengthen organizational infrastructure, coordination and integration to support growth, joint service-delivery planning and timely sharing of healthcare data.	
Community Need	FY 2025 Budget Highlights
Health systems interoperability and technology/ data and analytics	<ul style="list-style-type: none"> Expand technology infrastructure to support direct clinical practice (including mobile health), operational growth, cyber security, support services, and data management Implement platforms to support data governance, data warehouse and reporting
Foundation enablers	<ul style="list-style-type: none"> Continue development of organizational, departmental, clinical and administrative infrastructure support, including recruitment, hiring, retention, people development, workplace DEI, and employee engagement programs Align employee compensation, benefits, incentives and rewards across system Bolstering workplace mental health and well-being, including clinical providers Improve organizational and system efficiency through development, implementation and adoption of standardized workflows and processes Implement system-wide branding design to ensure system alignment and coordination Enhance operations support for direct practice and reduce system redundancy by developing fleet, equipment and asset management capabilities Continue supporting development of local healthcare workforce by creating scholarships and internships, including Central Health RN Education Program Establish key performance indicators and determine baseline, targets, benchmarks to measure progress in achieving goals

Budget Overview

The FY 2025 Budget advances the strategic priorities by investing in both direct and contracted healthcare services, building upon care coordination teams, adding staff to Eligibility and Enrollment and Patient Navigation teams along with building the capacity go the organization to grow and support it’s workforce. Those investments are outlined in detail in Attachment A and Attachment B and fully defined in our outline of the Sources and Uses of Funds sections.

The FY 2025 Budget includes \$34.2 million additional property tax revenue to support the second year of the Healthcare Equity Plan. The Healthcare Delivery budget will increase by \$58.2 million in FY 2025 over the prior year.

That amount includes an additional:

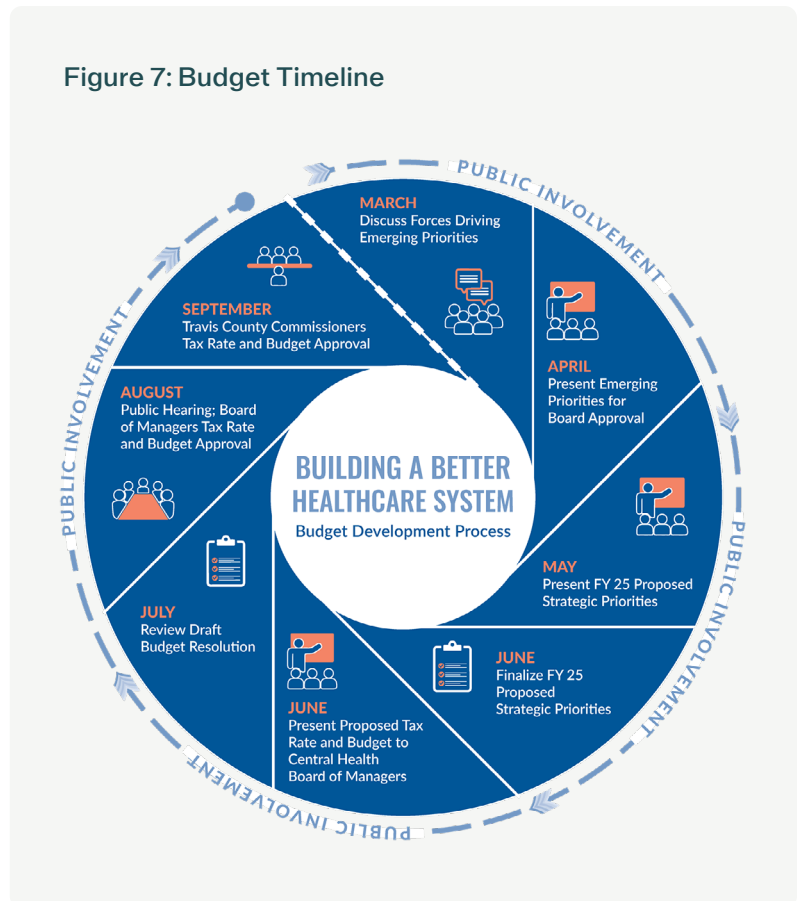
- \$8.2 million for purchased healthcare services,
- \$30.8 million and six additional specialties in direct healthcare services and
- \$20.2 million for healthcare operations and support

The budget process

In developing Central Health’s annual budget, the Board considers community input, reports from its healthcare partners, the success of current healthcare initiatives, unmet needs identified by providers and the value of proposed initiatives and activities. The budget ensures that Central Health remains focused on its mission and fulfills its legislative purpose.

Throughout the year and specifically in the strategic planning operations of the organization, such as the Health Equity Plan and Healthcare Equity Implementation Plan, Central Health integrates community feedback through community engagement events, feedback gathering tools, and quantitative and qualitative data such as our biannual Demographic Report.

Figure 7: Budget Timeline



This information builds upon Central Health’s adopted Healthcare Equity Implementation Plan, is the starting point for developing the budget and developing business cases and strategic priorities which are the foundation of the budget for the upcoming year.

Central Health’s primary source of revenue is property tax. Therefore, a key step in the planning is estimating the tax revenue in future years to ensure healthcare service levels are adequately funded and sufficient funding reserves will be available to maintain the necessary safety net service levels. The Board of Managers uses a multi-year forecasting process each spring to estimate the long-term impact of potential ad valorem tax rates that align the revenue forecast with the priorities of the organization. To support

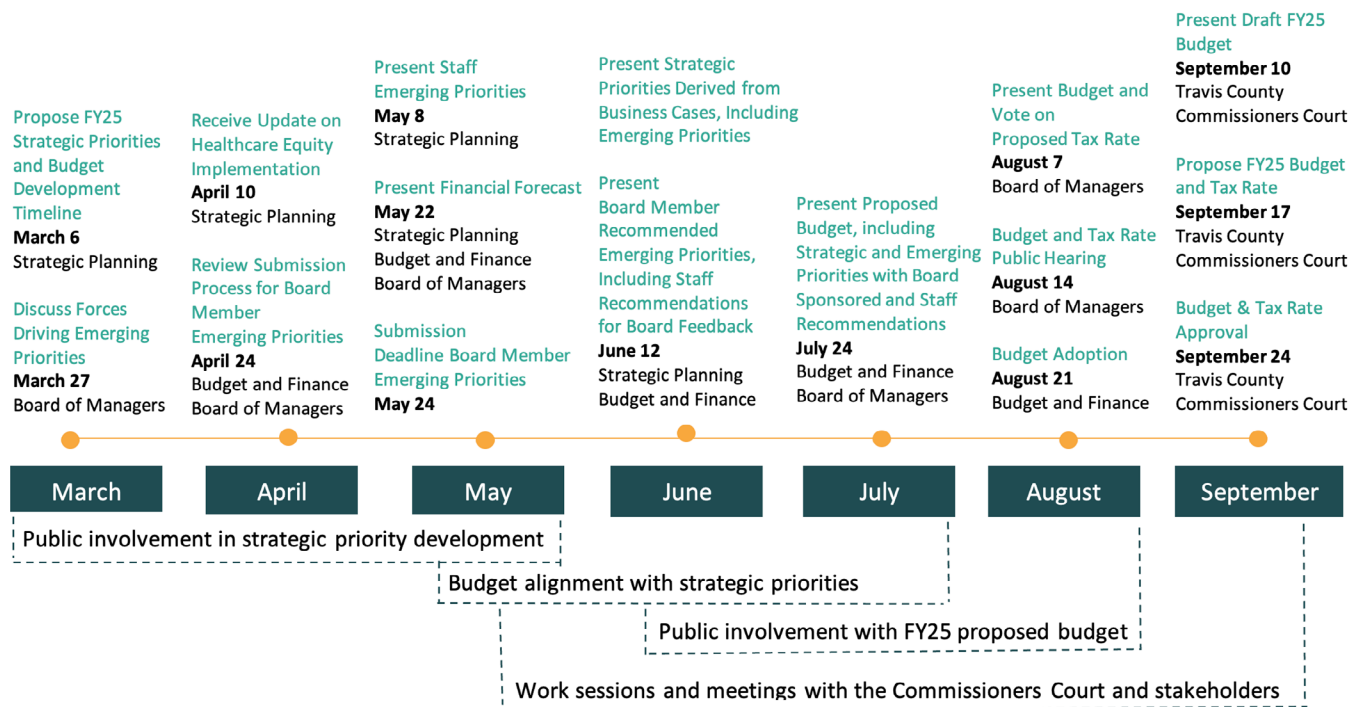
the Board of Managers, the multi-year forecast has proven to be an effective tool to direct staff to prepare an annual proposed budget with a specific ad valorem tax rate.

The staff prepares the proposed budget and presents it to the Board of Managers in public meetings during the early summer. To prepare the proposed budget, departments assess the updates needed to current operating budgets to implement the Healthcare Equity Implementation Plan service expansion and other new initiatives through an internal business case planning process. In FY 2025, the business case planning process incorporated a multi-year staffing assessment aligned with the Health Equity Implementation Plan to prepare for future service expansion necessary to meet the healthcare needs of the

community. The Board also identified and proposed initiatives for emerging priorities, which were evaluated by staff.

The proposed budget is discussed in detail at both Budget and Finance Committee and Board of Managers meetings, in addition to community conversations and required public hearings until the budget is finalized. At the same time, Central Health is compliant with Truth-in-Taxation requirements to ensure the ad valorem tax rate is set with the appropriate public hearings, public notices and ultimate approval by the Board of Managers and Travis County Commissioners Court.

Central Health adopts its final budget no later than September 30 each year and begins its new fiscal year October 1.



Process for amending the budget

The Central Health budgeted uses are appropriated by category as shown in Attachment A. If additional funds in excess of the approved budget are required, the Central Health board of managers reviews a budget amendment request.

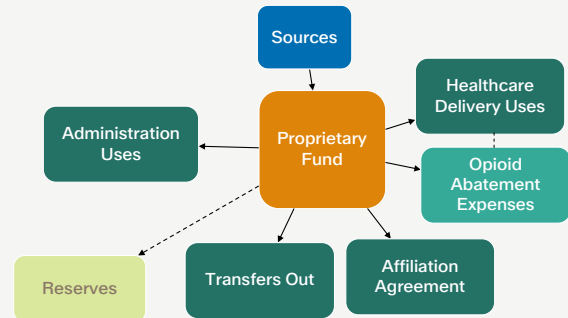
If necessary, the Travis County Commissioners Court will also review for approval. The Central Health President and CEO is authorized to make line-item transfers within the budget categories.

Basis of budgeting

For financial reporting and budgeting purposes, Central Health is budgeted as a single Proprietary Fund known as an enterprise fund. The functional units of the organization, Healthcare Delivery and Administration, operate out of the proprietary funds. Additional operational transfers, the UT affiliation, and the Contingency reserve are funded through the proprietary fund. Central Health’s budget is prepared on an accrual basis in accordance with GAAP, with the exception of depreciation. Central Health recognizes revenues when earned and expenses when incurred.

At the end of each fiscal year, any residual ending balances are carried forward into a contingency reserve. The contingency reserve balance is set aside for planned future structural funding gaps in healthcare delivery operations or one-time uses of funds that exceed the annual inflow in any given years. The reserve levels are also evaluated for future service level funding requirements or ad valorem rate impacts. In FY 2024 the beginning contingency reserve balance is combined with budgeted revenue for the year to show all available resources. Budgeted expenses include the remaining contingency reserve balance after all other expenses. The contingency reserve is appropriated in the event of any unplanned events or expenses that may occur throughout the year.

Figure 8: Fund Relationship to Functional Units



Prior to 2011, Central Health was presented as a component unit of Travis County, however, after the issuance of GASB Statement No. 61, Central Health does not meet the requirements as a component unit of Travis County.

The annual audited financial statements include not only Central Health (as the primary government), but also three legally discrete component units. CommUnityCare, Sendero, and the Community Care Collaborative are included as a discreetly presented component unit as there is financial accountability to Central Health by all three. See page 14 (link below) for an overview of our affiliated partners.

[View our Affiliated Partners](#)

Financial policies

Central Health Central Health has a comprehensive set of financial and purchasing policies under which it operates that are established by either the Central Health Board of Managers or Travis County Commissioners Court. The Central Health Board of Managers approves changes to policies and updates as needed. Under state law, the Travis County Commissioners Court approves Central Health’s budget and tax rate.

Central Health’s reserve and investment policies are referenced in this document as Attachment D. The reserve policies govern the allocation of funds set aside and restricted for capital projects, emergencies, one-time contingency expenses, and the process for changes if necessary. The investment policy outlines the roles and responsibilities of those within the organization who have authority over investments, risk management policies, ethical standards, and review and oversight requirements. It also complies with the Texas Public Funds Investment Act, which specifies investment objectives. The Central Health Board of Managers approves the Investment Policy on an annual basis.

Multi-year forecast

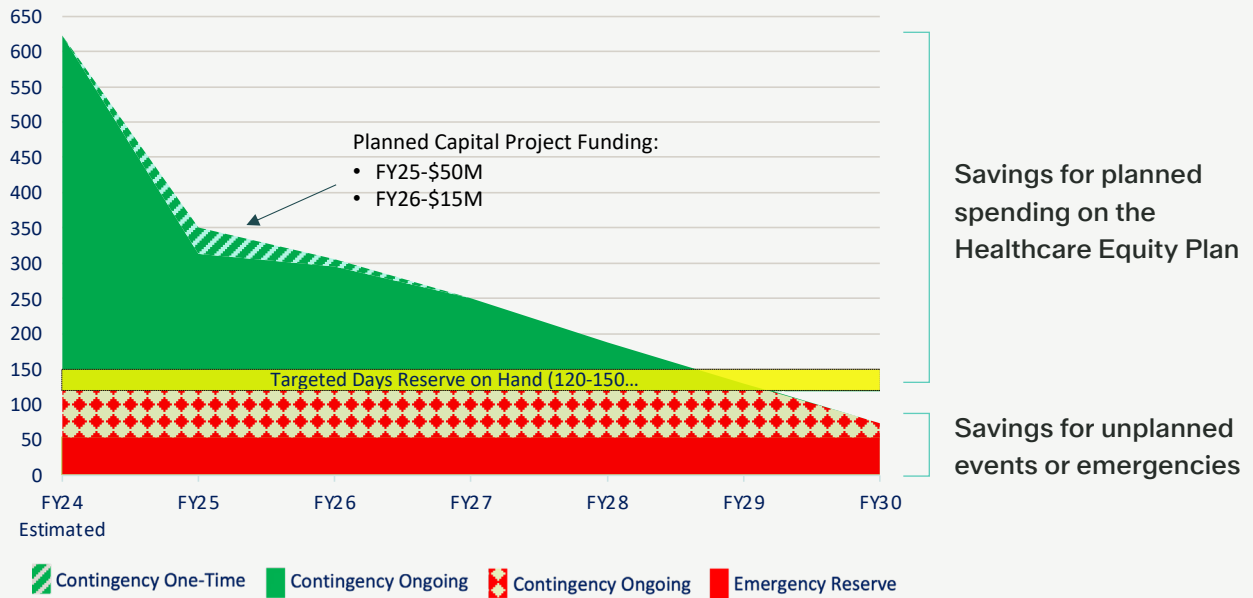
Assessing our long-term plans and financial outlook as an organization is an essential early step in establishing the tax rate and in the budget development process. Central Health uses a financial forecast model that incorporates our strategic objectives and planned initiatives along with future economic assumptions to estimate the revenue needed to provide and maintain the necessary level of services for our community.

In preparation for the FY 2025 budget, we evaluated progress on the Healthcare Equity Implementation Plan that had been achieved or was expected in FY 2024. We also assessed our expected revenue and expenses in FY 2024 against the budget and future years of the equity plan to determine what adjustments were needed. Finance staff worked closely with our healthcare delivery subject-matter experts and strategic planning staff for this evaluation process. In addition, we worked with our strategic planning program to evaluate and assess the financial impact of business cases submitted by program areas related to new strategic and emerging priorities.

We incorporated this information into our forecast model over the next five years to inform setting this year’s tax rate and overall budget development. Staff developed the FY 2025 budget with the rate of 6.5% over the maintenance and operations no-new-revenue tax rate year over year during the 5-year period. Based on overall risk in the market, we have set a target of 120–150 days of reserve on hand.



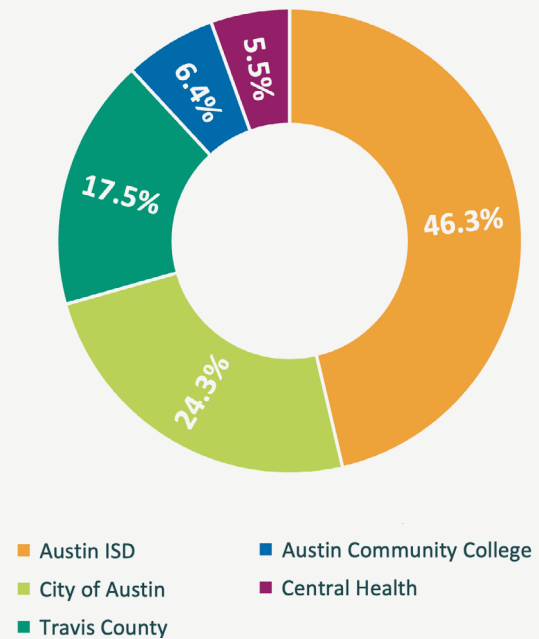
Figure 9: Five-year Forecast with Tax Rate of 6.5% Over No-New-Revenue Rate Annually



The tax rate results in a deficit between sources and uses during the forecast period, as shown in Figure 3. Central Health will draw down the healthcare contingency reserve to cover those deficits to manage growth sustainably and reduce the need for larger tax increases or service decreases. Additionally, Central Health’s policy requires us to maintain an emergency reserve that is 15 percent of eligible expenses. As expenses increase over the implementation period, the forecast includes projected transfers to emergency reserves annually in accordance with the reserve policy.

In preparing the budget for FY 2025, Central Health considered how the tax rate will impact residents. Central Health is a small portion of the total property taxes from all overlapping taxing jurisdictions for the average Travis County resident who lives in the jurisdictions outlined below. As shown below, Central Health is the smallest portion of the total tax bill, accounting for approximately 5.5 percent of the total tax paid.

Figure 10: Travis County Tax Rate by Taxing Entity



Travis County Hospital District offers a 20 percent homestead exemption, the maximum allowed by state law. In the last two years, the Board has opted to align Central Health’s disabled and over 65 exemptions with the City of Austin. The exemption amount for each in FY 2025 was set at \$154,000, up from \$124,000 in FY 2024. The average Travis County Hospital District taxable homestead value increased 6 percent from \$475,286 last year to \$504,003 this year.

The tax rate of 10.7969 cents per \$100 of taxable value results in a \$66 increase in the Travis County Hospital District property tax amount for the average taxable homestead for FY 2025 compared to the FY 2024 property tax bill. The estimated FY 2025 tax bill for the average homestead is \$544.17. The actual impact for FY 2025 for each property will vary depending on the taxable value, types of exemptions and change in valuation of each parcel.

Tables 4 & 5: Tax Rate Components; Average Homestead Impact

Tax Rate	FY24 Approved	FY24 Approved
Maintenance & Operations Tax Rate	9.6071	10.3502
Debt Service Tax Rate	0.4621	0.4467
Total Tax Rate	10.0692	10.7969

Average Homestead Impact	FY24 Approved	FY24 Approved
Average Taxable Homestead Value	\$475,286	\$504,003
Tax Bill	\$478	\$544
Average Taxable Homestead Property Tax will increase by \$66		

Fiscal Year 2025 Operating Budget

Central Health’s FY 2025 Operating Budget is centered around advancing our strategic priorities and is composed of sources and uses of funds. The uses of funds consist of two main programs, Healthcare Delivery and Administration, as well as the UT affiliation payment, other financing uses, and a new restricted set of funds for Opioid Abatement projects. The other financing uses consist of a \$50 million transfer into our Capital Reserves along with an \$11.4 million transfer to emergency reserves. Central Health maintains an emergency reserve that is approximately 15 percent of eligible planned expenses. Any remaining balance of available reserves is carried forward from the previous year as a healthcare delivery contingency reserve.

Central Health estimates sources exceeded uses by \$52.9 million by the end of FY 2024. Those funds have been added to the contingency reserve for an estimated balance of \$494 million. Over the course of executing the Healthcare Equity Implementation Plan, Central Health expects to draw from the contingency reserve to maintain a balanced budget. Central Health projects the contingency reserve fund will help meet those future needs and ensure Central Health maintains adequate cash on hand. The sources and uses in FY 2025 are described in more detail below and a summary of Central Health’s sources and uses can be found in Attachment A.



Sources of funds

Central Health’s operating budget for FY 2025 is projected to be \$394.7 million from several sources. Property tax revenue accounts for most of those funds, \$346.6 million based on 2024 property values at a tax rate of 6.5 percent above the no-new-revenue rate, which is a \$34.2 million increase in property tax revenue for FY 2025. Sources also include \$9.4 million in lease revenue for buildings located on the Central Health Downtown Property. Another \$28.7 million of other revenue is expected, mostly related to interest income as rates have remained high. Now that we have begun operating specialty clinics, Central Health has budgeted approximately \$300,000 in patient revenue from copays required of MAP and MAP Basic patients. Central Health budgeted another new revenue stream from the Opioid Litigation Settlement, which is a restricted fund that can only be used for expenses related to abating the opioid crisis as a condition of the settlement and state law.⁹

Table 6: Summary of Revenue and Expenses

DESCRIPTION	FY 2024 APPROVED BUDGET	FY 2025 APPROVED BUDGET
TAX RATE	0.100692	0.107969
FTEs	530.5	916.4
Beginning Balance (Contingency Reserve)	407,730,068	494,040,391
UNRESTRICTED REVENUE		
Property Taxes	312,456,814	346,638,452
Lease Revenue	12,022,497	9,361,825
Tobacco Litigation Settlement	4,500,000	5,000,000
Patient Revenue	-	300,000
Other	7,500,000	28,741,200
TOTAL UNRESTRICTED REVENUE	336,479,311	390,041,477
RESTRICTED REVENUE		
Opioid Litigation Settlement ¹⁾	-	4,664,833
ALL REVENUE TOTAL	336,479,311	394,706,310
Available Budgeted Resources	744,209,379	888,746,701
EXPENSES		
Healthcare Delivery	295,246,806	353,461,994
Administration	28,647,030	38,505,949
UT Affiliation Agreement	35,000,000	35,000,000
Other Financing Uses	8,019,240	61,381,015
Opioid Abatement Expenses ¹⁾	-	4,664,833
Contingency Reserves	377,296,303	395,732,910
Total Expenses	744,209,379	888,746,701
Increase/Decrease in Fund Balance	-	-
RESERVES		
Emergency Reserves	46,739,076	58,120,090

1) In accordance with the settlement agreement and Senate Bill 1827, 87th Texas Legislature, uses are restricted to projects to remediate the opioid crisis.

Property tax revenue

Central Health’s FY 2024 tax rate was 10.0692 cents per \$100 of assessed value. The FY 2025 budget was prepared at a tax rate of 10.7969 cents per \$100 of assessed value. This rate is 6.5% above the maintenance and operations no-new-revenue tax rate compared to the previous year. The total rate includes a maintenance and operations tax rate of 10.3502 cents and a debt service rate of 0.4467 cents. The debt service tax rate will provide funds to satisfy certificates of obligation, originally issued in 2011, that funded the purchase and partial renovation of the Central Health Southeast Health & Wellness Center and a portion of the construction cost of CommUnityCare’s North Central Community Health Center, the remainder of which was funded with federal grant dollars. Central Health also issued certificates of obligation in August 2021 for \$76.4M to fund three new clinical projects and a headquarter consolidation. In FY 2023, Central Health issued new certificates of obligation for \$99.4M to fund the purchase and renovation of the Cameron Center and renovate the Rosewood-Zaragosa clinic to provide specialty care to MAP patients.

9. Senate Bill 1827, 87th Texas Legislature.

Central Health property tax rate

Maintenance & Operations*	10.3502¢
Debt Service*	0.4467¢
Total Rate*	10.7969¢

*Per \$100 taxable valuation

Central Health uses a financial forecast model to draft and develop its budget. Central Health incorporates known events with broad assumptions into the forecast to estimate the tax revenue required to provide and maintain the necessary level of services for the community.

At the June 12, 2024, Central Health Board of Managers meeting, staff presented a proposed FY 2025 budget developed with the 6.5 percent over the maintenance and operations no-new-revenue tax rate.

Figure 11: Travis County Taxable Values and Central Health Property Tax Rate



Uses of funds

Operationally, Central Health organizes functions between Healthcare Delivery and Administration. The FY 2025 budget includes \$353.5 million for Healthcare Delivery and \$38.5 million for Administration.

In FY 2025 Central Health will meet its obligation to pay \$35 million to the University of Texas pursuant to the Affiliation Agreement between the CCC, Central Health and the University of Texas following the end of the DSRIP program that funded the CCC. Central Health will transfer \$11.4 million to the emergency reserve in accordance with the financial policy for having emergency reserves of 15 percent of expenses and will transfer \$50 million to capital reserves to cash fund ongoing projects. Central Health budgeted \$395.7 million in healthcare delivery contingency reserves. Under the Healthcare Equity Implementation plan, the reserves will be spent down over the seven-year period. The uses of funds are described in more detail below and are shown in Attachment B.

Central Health’s FY 2024 budget included a significant increase in employees for expanding clinical operations in the first year of the Healthcare Equity Implementation plan. In the second year, we plan to continue clinical expansion and build out direct medical respite services in addition to other programs. For those reasons, we plan to continue significant staffing growth throughout FY 2025.

Figure 12: FY 2025 Budgeted Expenses

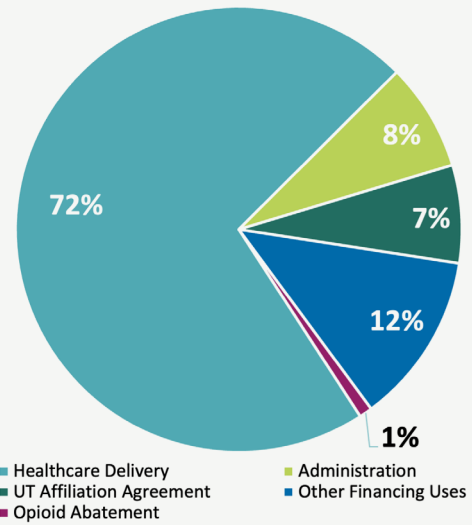
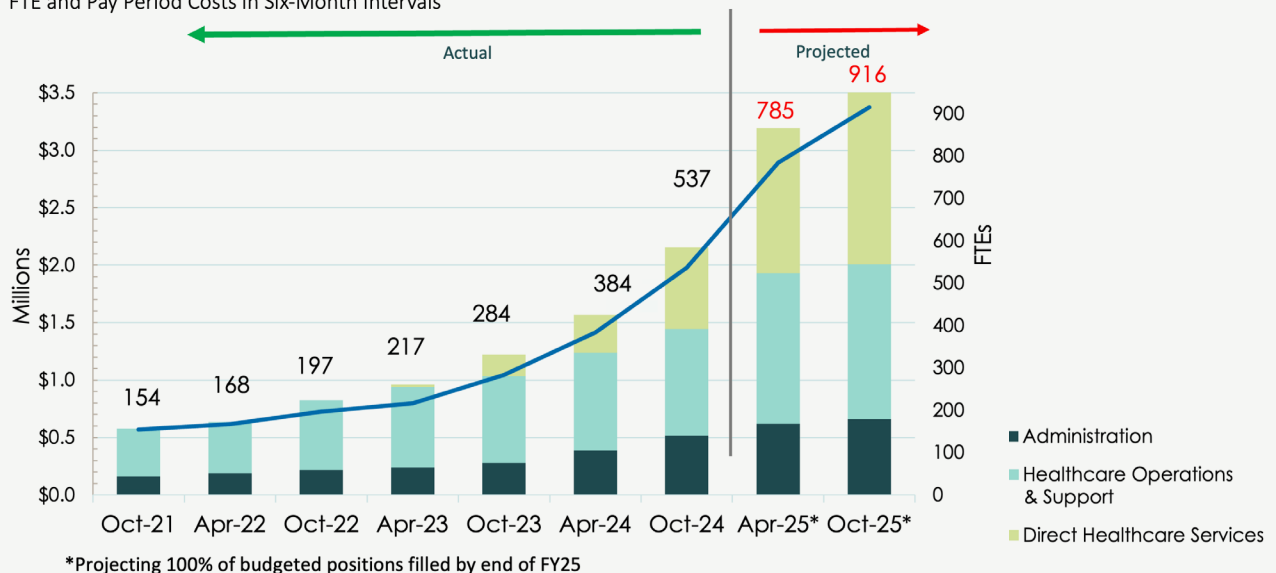


Figure 13: FTE and Payroll Trend (Actuals and Projected)

FTE and Pay Period Costs in Six-Month Intervals



The majority of the staff growth has occurred within the Healthcare Delivery program as we build out our direct practice area. However, the growth of our Healthcare Delivery program requires additional administrative support to support staff recruitment, payroll services, compliance functions, procurement and financial reporting. The table to the right shows the FTE growth by program.

Table 7: FTEs by Program

Program	FY 2023 FTEs	FY 2024 FTEs	2024 CYE FTEs	FY 2025 Budgeted FTEs
Administration	53.4	94.3	117.7	149.5
Healthcare Delivery	212.0	366.9	440.3	767.0
Total	265.4	461.2	558	916.4

Healthcare delivery program

This program is the sole mission of Central Health, to improve the health of the community by providing healthcare services to low-income Travis County residents. Central Health provides those services in several ways. First, we contract with service providers in the community to purchase care for eligible residents enrolled in MAP and MAP Basic. Central Health began employing providers and clinical staff to provide healthcare services directly to patients in FY 2022. The Healthcare Equity Implementation Plan marked the beginning of Central Health’s full-scale investment in direct healthcare services. Another key component of the Healthcare Delivery program is healthcare operations and support which is comprised of outreach and resources to help eligible individuals learn about and enroll in MAP and MAP Basic, in addition to providing navigation services to assist patients receive the proper care within the healthcare system.

Central Health’s FY25 budget centers on a strategic commitment to expanding healthcare access and promoting equity for the safety-net population of Travis County. This commitment translates into tangible investments in several key areas, including augmenting specialty care

services, implementing innovative programs for the unhoused, and strengthening care coordination and enrollment processes. The overarching goal is to create a more robust and equitable healthcare system that effectively addresses the diverse needs of our community.

One of the most significant initiatives reflected in the FY25 budget is the ongoing expansion of specialty care services. This includes stabilizing and right-sizing existing service lines at clinics such as East, Capital Plaza, and Rosewood-Zaragosa, while also continuing planning efforts for the Hancock Clinic. Focus areas for expansion include high-need services like cardiology and gastroenterology, with the addition of new service lines like endocrinology and rheumatology. Furthermore, the budget supports the development and implementation of disease-specific intervention programs focusing on conditions like heart failure, kidney disease, and diabetes.

Addressing the unique healthcare needs of the unhoused population is another critical priority. Building upon the recently launched Bridge Clinic for medical respite patients,

the FY25 budget supports expanding this model to include mobile healthcare services. These mobile services will target individuals in shelter environments, supportive housing developments, and those involved in the justice system, including diversion and re-entry populations. This proactive approach aims to bridge the care gap and connect vulnerable individuals with essential medical services.

The Bridge Program itself is a multi-phased initiative designed to provide comprehensive care and connect individuals with a long-term medical home. Phase 1, launched on June 4, 2024, provides basic medical services and primary care connections for patients at the Medical Respite Center at Capital Plaza. Phase 2, beginning September 25, 2024, partners with Austin-Travis County EMS to transport non-emergent patients to Capital Plaza for necessary medical services.

Finally, Phase 3, tentatively slated for December 2024, will deploy mobile teams to deliver one-time, non-urgent medical care to eligible individuals at various community locations.

Beyond direct service provision, the FY25 budget also emphasizes strengthening care coordination and enrollment efforts. This includes expanding surveillance teams and disease-specific medical management teams to proactively enroll patients in case management programs and provide preventative education. Furthermore, Central Health is collaborating with CommUnityCare and Sendero to develop effective strategies for enrolling uninsured patients in appropriate coverage programs, including Medicaid, CHIP, Sendero insurance plans, and MAP/MAP Basic. These combined efforts aim to ensure that all Travis County residents have access to the healthcare services they need.

Purchased healthcare services

Through various contracts with local partners, Central Health funds primary care, specialty care and other services for enrolled individuals.

Additional funding for new, critical programs and service expansions in FY2025 include:

- \$2.2 million for expanded primary care, including primary dental services
- \$965 thousand for contracted Specialty Care services including the transitional dialysis program
- \$5 million for Specialty Care Behavioral Health & Substance Use Treatment including psychiatric emergency services and jail diversion
- \$850 thousand for Post-Acute Care including expanding partnerships for Medical Respite and skilled nursing services



Table 8: Purchased Services Budget

Purchased Healthcare Services	FY 2024 Approved Budget	FY 2025 Budget	Change
Primary Care	\$71,782,200	\$73,957,000	\$2,174,800
Specialty Care	\$30,188,000	\$31,153,000	\$965,000
Specialty Behavioral Health	\$20,675,000	\$25,750,000	\$5,075,000
Post-Acute Care	\$7,250,000	\$8,100,000	\$850,000
Pharmacy	\$18,000,000	\$19,000,000	\$1,000,000
Community Healthcare Initiatives Fund	\$875,000	\$1,000,000	\$125,000
Total	\$ 150,770,200	\$158,960,000	\$8,189,800

Primary care

A significant portion of the Healthcare Services budget is dedicated to primary care.

Our main primary care providers are Travis County’s Federally Qualified Health Centers: CommUnityCare (CUC), People’s Community Clinic, and Lone Star Circle of Care. Central Health and CUC collaborate to operate a system of FQHC clinics as a public health center that is the largest provider of primary care services in the Central Health system. All these providers offer comprehensive primary care medical, dental and behavioral health services to MAP and MAP BASIC enrollees each year. Central Health’s primary care providers monitor detailed health information about

patients, tracking: chronic disease prevalence, annual screening rates, and clinical outcome measures. Providers have, with Central Health’s support, added additional clinical services and visit types for patients including individual and group nutritionist visits, medical social worker services, clinical pharmacy appointments, community health worker services, and nurse visits.

In FY 2025 Central Health will be working to prioritize primary care services, including expanding medical and dental services to two new eastern Travis County clinics and other initiatives, such as expanding street medicine services to bring primary care to MAP members without housing.

Specialty care

Even as we continue growing specialty care by providing specialty care services directly, Central Health will continue purchasing services for specialty care from our clinical partners in FY 2025. This year's budget continues expanding contracted services for MAP Basic enrollees to multiple specialty care service lines as our direct services line continues to grow. In FY 2022, Central Health worked with partners to provide the first dialysis treatments through a transitional dialysis pilot program for patients to receive outpatient and home-based dialysis services. We have expanded this program over the last two fiscal years, for a total of \$3 million in funding in the FY 2025 budget.

Several specialty areas also have additional funds for expanded services in the FY 2025 budget including:

- Oncology
- Cardiology
- Dialysis
- Gynecology
- Sexual & Reproductive Health

Specialty care, behavioral health

Central Health contracts with several partners that provide more specialized mental and behavioral health treatment, including treatment for substance use disorders. Substance use disorder treatments will continue to be prioritized, building off work from FY 2023 and FY 2024. The methadone expansion program (a pilot in FY 2023) will continue along with additional investments in the medication assistance therapy (MAT) program for treatment of opioid use disorders.

In FY 2025 Central Health will continue its work with Integral Care to enhance behavioral health and substance use treatment integration into comprehensive care models, including health-related support for diversion or deflection services in conjunction with other local efforts. The FY 2025 budget increased outpatient services for high acuity patients and psychiatric emergency services. Under the guidance of the Central Health Board of Managers, staff will coordinate with Integral Care leadership to develop approaches to avoid service disruptions in mental and behavioral health services for the low-income population.

Pharmacy

A robust pharmacy program supports the clinical needs of our patients. We support patients' pharmaceutical needs by:

- Subsidizing patient prescription costs
- Supporting the administration of a Prescription Assistance Program, which connects patients to pharmaceutical companies that offer drugs at low or no cost to patients with low income; and
- Expanding in-house pharmacy services available through new primary care service locations

Post-acute care

In FY 2025, Central Health will continue to increase access to post-acute care through expanded purchased services, investment in additional medical respite services, and additional skilled nursing care. The transitions of care initiatives continue to be a priority and include congestive heart failure transitions, medical respite and outpatient dialysis transitions.

Direct healthcare services

In FY 2024, Central Health provided specialty care services directly to eligible patients at the East Austin Clinic, Capital Plaza and the newly renovated Rosewood-Zaragosa Multi-Specialty clinic in eight different lines of service including:

- Behavioral Health
- Cardiology
- Gastroenterology
- Nephrology
- Neurology
- Palliative Care
- Podiatry
- Pulmonology

By the end of the fiscal year, Central Health had provided specialty care to more than 5,800 patients, despite our largest clinic, Rosewood-Zaragosa, opening in the last quarter of the year. We also added teams in hospitals and skilled nursing facilities to oversee the Transitions of Care and created a dedicated team for Medical Respite. Based on needs identified during FY 2024, we added a Bridge Team to help provide care to unhoused patients and link them to services within the healthcare network.

The FY 2025 budget expands on all these services and adds Psychiatry, Endocrinology, and Rheumatology as specialty care services lines.

Table 9: Direct Healthcare Services Budget

Service Lines	Salary and Benefits	Goods and Services	Total Budget	FTEs	FY24 Total Budget	FY24 FTEs
Therapy and Counseling	\$1,159,110	\$68,000	\$1,227,110	14	-	-
Psychiatry	\$1,606,311	\$68,000	\$1,674,311	6	-	-
Cardiology	\$2,133,379	\$303,900	\$2,437,279	11	\$2,079,895	11
Endocrinology	\$762,556	-	\$762,556	7	-	-
Gastroenterology	\$2,116,176	\$837,800	\$2,953,976	16	\$2,039,621	10
Nephrology	\$1,408,300	\$450,900	\$1,859,200	12	\$1,129,700	8
Neurology	\$1,078,766	\$940,790	\$2,019,556	10	\$1,264,294	10
Podiatry	\$1,700,929	\$492,000	\$2,192,929	11	\$1,877,022	12
Pulmonology	\$1,080,351	\$417,360	\$1,497,711	12	\$1,370,648	8
Rheumatology	\$656,943	-	\$656,943	10	-	-
Palliative Care	\$899,984	\$59,000	\$958,984	7	-	-
Pharmacy	\$1,635,580	\$214,000	\$1,849,580	11	-	-
Specialty Care Total	\$16,238,385	\$3,851,750	\$20,090,135	126	\$9,761,180	59
Transitions of Care	\$9,196,799	\$1,191,245	\$10,388,044	79	\$5,027,585	34
Medical Respite	\$4,269,910	\$969,300	\$5,239,210	43	\$906,886	7
Diagnostics and other services	\$2,658,234	\$1,736,800	\$4,395,034	23	\$919,136	8
Patient Navigation	\$5,048,765	\$1,056,500	\$6,105,265	59	\$2,510,979	40
Clinical Support	\$9,349,660	\$4,476,500	\$13,826,160	100	\$13,614,303	42
FY25 Budget	\$46,761,753	\$13,282,095	\$60,043,848	430	\$32,740,069	190

Healthcare operations and support

This section of the healthcare delivery program funds the daily operations that support overall healthcare delivery. It includes funding for ACA premium programs, education and enrollment, eligibility services, community engagement, the operation of Central Health clinics and facilities, including the Health & Wellness Centers, the overall operations management for healthcare planning, and technology support. In addition, funding is included for Central Health’s real estate functions and costs associated with developing and operating the downtown campus. In FY 2025, this area includes costs for provider contract management and network relations, claims payments, quality assessment and performance, and health strategy.

The overall budget for Healthcare Operations and Support increased by \$22.2 million in FY 2025. Most of those increases were in the areas of Management and Real Estate and Joint Technology. As Central Health expands its Direct Practice services, the number of facilities we maintain has expanded and that will continue in FY 2025 with the addition of a Medical Respite space in the former Clinical Education Center at I-35 and 15th Street. Central Health owns the location, but until this year the space was leased by a third party. In addition, the budget includes funds for centralized receiving and fleet management, two new functions necessary to our growth. Growing facilities also means growing technology needs to support the growing healthcare network. Both areas include additional operating costs for CUC.

Table 10: Healthcare Operations and Support Budget

Healthcare Delivery Operations & Support	Salary and Benefits	Goods and Services	Total Budget	FTEs	FY24 Total Budget	FY24 FTEs
Eligibility & Enrollment	\$6,963,908	\$1,722,600	\$8,686,508	75	\$6,059,021	58
Operations - Clinical & Network	\$7,099,036	\$911,200	\$8,010,236	43	\$18,069,565	58
Facilities Management & Real Estate	\$5,338,031	\$20,782,251	\$26,120,282	50	\$13,083,053	23
Quality Assessment & Performance	\$4,337,466	\$61,500	\$4,398,966	24	\$3,028,372	19
Community Engagement & Outreach	\$1,092,482	\$2,225,200	\$3,317,682	9	\$2,252,279	9
Network Services & Project Management	\$4,264,483	\$1,981,100	\$6,245,583	26	\$6,683,542	22
Healthcare Strategy	\$782,812	\$2,932,500	\$3,715,312	5	\$2,880,242	4
ACA Premium Subsidies	-	\$19,300,000	\$19,300,000	-	\$18,587,364	-
Joint Technology	\$16,353,815	\$15,684,900	\$32,038,715	105	\$18,964,087	44
FY25 Budget	\$46,232,033	\$65,601,251	\$111,833,284	337	\$89,607,525	236

Administration program

Administration is composed of all the activities that allow Central Health to function as a governmental entity and a public healthcare financing entity. Those activities include finance, legal, compliance, human resources, governance, planning and communications activities, which will also help us build the organizational capacity to grow the direct practice of medicine. The Administrative Program is 8% of the Central Health budgeted expenses excluding the contingency reserve.

In FY 2025, administrative costs increased from \$28.6 million to \$38.5 million and added 44 new FTEs. As the direct specialty care service lines grow, staffing needs continue to grow throughout Healthcare Delivery. Human Resources continues

to grow in the second year of the Healthcare Equity Implementation Plan adding staff for provider talent acquisition, onboarding and workforce development. Additional support staff were added in compliance, finance, communications and strategy, so the teams have the capacity to meet the needs of a growing organization.

Property Tax revenue is the primary source of funds for Central Health’s budget. As a result, Central Health incurs expenses annually payable to the Travis Central Appraisal District and the Travis County Tax office related to the costs of assessing and collecting those property taxes. In FY 2025, the budget includes approximately \$2.4 million for those expenses.

Table 11: Administration Budget

Administration	Salary and Benefits	Other Goods and Services	Total Budget	FTEs	FY24 Total Budget	FY24 FTEs
Human Resources	\$9,485,230	\$2,271,349	\$11,756,579	64	\$8,659,650	39
Administration	\$457,089	\$1,520,200	\$1,977,289	5	\$2,019,319	7
Office of the CEO	\$2,619,030	\$3,318,200	\$5,937,230	11	\$4,788,193	7
Strategy	\$1,019,156	\$2,355,935	\$3,375,091	5	\$2,298,405	4
Government Affairs	\$632,666	\$225,128	\$857,794	4	\$372,273	1
Communications	\$1,842,897	\$924,580	\$2,767,477	14	\$1,522,433	11
Compliance	\$1,418,015	\$793,800	\$2,211,815	12	\$1,403,051	7
Finance*	\$4,437,170	\$3,242,571	\$7,679,741	25	\$5,779,630	18
Procurement	\$1,442,933	\$500,000	\$1,942,933	11	\$1,804,077	11
FY25 Budget	\$23,354,186	\$15,151,763	\$38,505,949	149	\$28,647,030	105

*Includes Tax Collection and Appraisal District costs.

Program performance

A key component of the Healthcare Equity Plan was the development of the overarching performance tracking plan. This framework included key performance metrics and indicators designed to provide timely information, monitor progress and assess the impact of the initiatives implemented. By measuring the impact, Central Health can continually refine efforts to meet community needs and adapt to changes in the healthcare environment, ensuring the creation of a high-quality, equitable, and sustainable care system.

The performance tracking plan was informed by leading reporting agencies across the country such as Centers for Medicare and Medicaid Services, Healthcare Resources and Services Administration, Medical Group Management Association, consultant expertise, and industry standards.¹⁰ Central Health leadership and subject matter experts reviewed proposed metrics and definitions, data sources, and appropriate benchmarks / targets that reflect Central Health's unique position and the specific needs of the safety-net population.¹¹

Health equity was the central pillar that drove the criteria selection of the recommended metrics, including but not limited to:

A summary of the initial metrics selected include¹²:

- Indicators of progress towards a more equitable healthcare system within Central Health's scope, whether directly or through the larger Central Health system
- Emphasis on the system of care and interrelatedness of initiatives
- Domains that address all facets of how Central Health conducts its business
- Direct impacts on improving quality of life, enhancing patient experience, and removing access barriers
- Outcomes across initiatives and projects as broadly as possible
- The overarching performance tracking plan included initial system-level and organizational KPIs to measure direct progress, performance and impact across multiple clinical, operational and financial categories, all anchored in health equity



10. Adapted from 9/6/23 BOM presentation, slide 7.

11. Adapted from 10/25/23 BOM Presentation.

12. Adapted from 9/6/23 BOM presentation, slide 7.

Below is the initial set of KPIs proposed:

- **Access Metrics:** Assesses a patient’s timely and appropriate access to health care
- **Quality Metrics:** Measures and evaluates the effectiveness, safety, efficiency and patient-centeredness of healthcare processes and outcomes
- **Care Coordination Metrics:** Evaluates effectiveness of care coordination programs
- **Patient Experience Metrics:** Measures the level of satisfaction that patients have with their healthcare experience
- **Volume Metrics:** Measures the quantity of people and quantity or frequency of healthcare services provided
- **Labor Metrics:** Evaluates appropriate staffing levels against industry benchmarks, goals, and targets
- **Financial Metrics:** Measures revenue, expenses, profits, and financial outcomes
- **Information Technology / Interoperability Metrics:** Tracks relevant aspects of quality regarding Information Technology activities and projects
- **Throughput Metrics:** Evaluates the effectiveness of patients moving through the healthcare system

KPIs are collected and measured using analytics and reporting tools, and summarized in a comprehensive report or dashboard. Baseline information will be collected to compare current performance to desired future state targets. Patient demographic data will be layered on top of the analysis to provide important insights and better address diverse patient needs.

Central Health is also working to align various departments and levels within the organization to ensure cohesion and foster an understanding of how each department influences specific KPIs within the larger organizational context. Additionally, periodic updates will be shared at the dashboard level to provide a high-level overview of progress to the Central Health Board of Managers. As Central Health continues to develop as a hospital district, the KPIs will evolve to adapt to environmental and operational changes.

Central Health set targets in six primary areas for FY 2024 we labeled “Early Wins for Trust.”

We reported regularly to the Board and the public on our progress in these key areas:

- Specialty Care Services
- Medical Respite Services
- People and Culture
- Enterprise Alignment
- Inmate Health and Jail Diversion
- Board and Community Support

Progress in FY 2024 for these areas is discussed below and we are developing a set of vital wins to measure our success in FY 2025.

Central Health organization

Organizational goals that cut across all areas within Central Health were to strengthen people and culture, improve alignment across the enterprise and earn greater support from the Board and the community.

People and Culture

The goal for People and Culture was to cultivate a workplace environment that fosters high employee morale, productivity, and retention by enhancing job satisfaction. The target was a job satisfaction score of 80 percent. Central Health did not meet this goal. The FY 2024 satisfaction score was 78.2 percent.

Though participation in the survey was high, it was down from the prior year.

Based on the results Central Health plans to:

1. Engage our People Partnership team to work with leaders in areas with higher levels of dissatisfaction
2. Update or establish wellness initiatives for improved mental and physical health
3. Collaborate, align, and educate on benefit programs that impact well-being
4. Update Reward & Recognition Programs to make it more meaningful to team members
5. Bring recommendations to Executive Leadership regarding return to office considerations and enhanced total rewards programming and benefits

Enterprise alignment

In FY 2024, Central Health set out to bolster collaboration with partners and key stakeholders to identify driving forces and emerging priorities for Central Health and maintain robust community engagement and input.

During the year, Central Health worked with our partners within the system to achieve:

- Agreed target for Eligibility Goal
- Agreed target for Colorectal Cancer Goal
- Agreed path forward on aligned pay scales for common clinical positions
- Implementation of aligned market adjustments
- Adoption of a Unified Branding System
- Phased implementation of new branding system
- Agreement to develop in-house Third-Party Administrator services between Sendero and Central Health
- Implementation of in-house TPA services

Enterprise partners also began work on action plans to achieve the eligibility and screening goals, identify areas for functional consolidation and implement consolidation of system support functions.

Board and community support

The goal for this area was to improve community and board alignment and support for FY25 strategic priorities and budget development. We set seven priorities for this area with a goal of achieving six, however we successfully achieved all seven.

Those priorities were:

- Formalize process and timeline for board input regarding threats, priorities and budget
- Involve board members in 2 of 4 rounds of one-on-one briefings with Travis County Commissioners Court leading up to the approval of Central Health's budget
- Engage monthly with elected officials about Central Health plans, priorities, achievements and stories through email, in person meetings, or presentations
- Coordinate 4 public work sessions/presentations with Travis County Commissioners Court
- Plan and produce at least 3 engaging, informative and timely Community Conversations
- Plan and execute an informative and timely public hearing on the draft FY 2025 budget
- Pass Central Health's Budget and Tax Rate with at least 4 votes at Travis County Commissioners Court



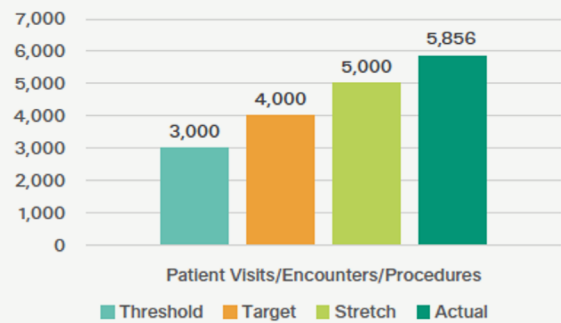
Healthcare delivery

Access Program), MAP BASIC and CHAP (Central Health Assistance Program) that help Travis County residents receive healthcare services. The two newest programs are CHAP which started in 2014 and MAP BASIC which started in 2019. These programs continue to grow in number of patients served and healthcare services provided. Patients participating in these programs have the benefit of connecting with a Primary Care provider through one of our contracted providers or through their health plan network. The number of primary care visits is on an upward trajectory with the estimates to exceed visits in previous years.

Specialty care services

In addition to primary care, Central Health provides access to specialty care through specialty care clinics owned and operated by Central Health as well as through contracted providers. The goal for FY 2024 was to provide increased access to specialty care services through Central Health's direct practice of medicine, creating a more equitable healthcare system with an aim to achieve 4,000 patient visits and establish eight specialty care and clinical support service lines. Central Health exceeded this goal with 5,856 patient visits to Specialty Care clinics in FY 2024.

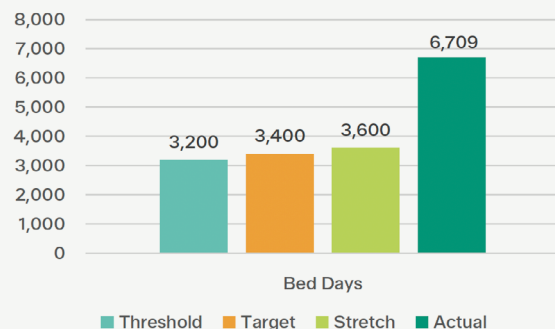
Figure 14: Specialty Care Visits FY 2024



Respite care services

Central Health also set a goal to provide Central Health contracted respite beds to those we serve to give people – especially those who are unhoused – the opportunity to rest, recover, and heal in a safe environment while also accessing clinical care and support services. Our target was to achieve 3,400 bed days and to stand up Bridge services to connect respite patients to the care continuum. Central Health exceeded this goal with 6,709 bed days in FY 2024. In FY 2025, Central Health will begin operating its own Respite Care program to grow the capacity of beds beyond what is currently contracted.

Figure 15: Respite Care Bed Days in FY 2024



Inmate health and jail diversion

This program involves collaborating to improve care for justice involved populations through stronger, more aligned partnerships with Integral Care, Travis County, the City of Austin, Dell Medical School and our community. By expanding access to specialty care jail, diverting patients to more effective care settings, and providing more effective care transitions on reentry, we will improve equity for justice involved patients by improving outcomes and saving lives. Central Health set out eight initiatives in FY 2024 with the goal of achieving at least six.

Central Health completed the initiatives below:

- Implement one specialty line at Central Health for inmates
- Implement additional specialty lines
- Improve enrollment of eligible inmates into MAP or MAP-Basic prior to release
- Begin implementation of Phase 1 of diversion services by expanding Psychiatric Emergency Services in partnership with Integral Care
- Participate in diversion pilot Steering Committee and Workgroups in Partnership with Integral Care
- Join Integral Care in Planning for mental health continuum of care and diversion services including Diversion Center planning

The remaining initiatives are to:

- Provide enhanced access to Substance Use Disorder medication for inmates
- Enhance access to HIV or HEP-C treatment for eligible inmates and facilities maintenance

Central Health's healthcare delivery program centers around the healthcare delivery we provide to our patient population and performance reports are shared yearly in our Annual Report. All reports are posted to the Central Health website.

[View Annual Reports](#)

With the new Healthcare Equity Plan, Central Health will continue the work to expand access to specialty care by providing direct specialty services to patients during the FY 2025 budget year.



Office of the CEO

In early 2024, Dr. Patrick Lee became president and CEO for Central Health.

Dr. Lee started with five main goals:

1. Building trust
2. Creating a shared vision
3. Figuring out where Central Health is now and how ready it is to change
4. Identifying quick wins that create momentum
5. Getting the Central Health Board of Managers and executive team to agree and focus on these priorities

During his first 100 days at Central Health, Dr. Lee spent over 380 hours in one-on-one meetings with staff, elected officials, healthcare partners, and community leaders. He also visited 42 locations within the Central Health system, which includes CommUnityCare Health Centers and Sendero Health Plans.

By laying this foundation and building trust with the staff and community partners, Dr. Lee celebrated many wins by the end of FY 2024.

Specialty care

- Increased access to services with the opening of the Rosewood Zaragoza Multispecialty Clinic.

Respite care

- Increased the number of contracted respite beds to allow our patients to rest, recover and heal in a safe environment, with the goal to own and operate facilities in the future.

Inmate health and jail diversion

- Continued Improvement of the enrollment process for inmates prior to release.
- Expanded access to podiatry and cardiology.
- Enhanced access to substance use disorder medication.

Alignment of Central Health, CommUnityCare and Sendero

- The Boards of CommUnityCare and Sendero Health Plans agreed to join Central Health in using a consistent brand across all our organizations. This is part of a more significant effort to strengthen our image as a united system. The goal is to make sure everyone understands who we are, how we work together and how we are building a more robust healthcare safety net for Central Texans.
- Implemented in-house Third-Party Administrator (TPA) services between Sendero and Central Health.
- Consolidated support functions like fleet management and facilities maintenance.

Board and community support for strategic priorities/ budget development

- Formalized a process and timeline for board input regarding threats, priorities and budget.
- Involved board members with Travis County Commissioners one-on-one briefings.
- Engaged elected officials about Central Health plans.



Compliance

The Compliance Department is responsible for providing recommendations related to the Compliance Program and Central Health overall operations.

Accomplishments

- Established a centralized policy management system
 - Successfully integrated the MCN Policy Management Platform as the single source of truth for all Central Health policies, standard operating and desktop procedures ensuring centralized and accessible policy documentation for streamlined compliance and operations
- Developed and launched a Record Management Program
 - Continued design and enhancement of the comprehensive records management program to ensure efficient organization, storage and retrieval of critical records, enhancing operational efficiency and data compliance
- Led an organization-wide risk management kick-off
 - Initiated an organization-wide risk assessment to identify potential risks, setting the foundation for a robust Risk Management Program aimed at mitigating organizational vulnerabilities and ensuring safety and compliance
- Created several new positions to support the ongoing growth of the Compliance Department:
 - Clinical Coding Auditor
 - Insurance Specialist
 - Risk Manager
 - Compliance Specialist
 - Executive Assistant

Initiatives

- Developing auditing and monitoring compliance program based on risk assessment results
- Expanding training and education provided by Compliance related to Policy Management
- Defining and implementing Compliance efforts in Healthcare Delivery specific to Clinical Compliance (accreditation and survey readiness)

Communications and community engagement

- We launched a new unified brand, bringing together all entities within our system, including CommUnityCare Health Centers and Sendero Health Plans.
- Our outreach team alone conducted 360 grassroots activities, engaging 11,039 individuals. These efforts resulted in 295 MAP and MAP Basic applications and 283 enrollments, a 170% increase over last year.
- We participated in or hosted 35 community engagement events and meetings, reaching 1,948 community members to inform and involve them in our work, a 92% increase compared to FY 2023.
- We also crafted stories that humanized our healthcare system and deepened understanding of our work among taxpayers and patients. Through 23 blog posts, feature stories, and 29 press releases, we achieved 446 earned media mentions, strengthening awareness and showcasing how we deliver value, improve lives, and advance health equity.



Finance and procurement operations

This program is responsible for providing financial analysis, general ledger accounting, vendor payment processing, contract support, and budget development. The department's stakeholders include Travis County Residents, Board of Managers, and other departments.

Accomplishments

- Completed a successful independent audit
- Assisted in implementing a new electronic health record (EHR) system
- Gained approval of Budget and Tax rate
- Implemented Budget to Actual Report sharing with departments
- Formalized our Historically Underutilized Business program
- Completed 14 Formal and 26 Informal Solicitations
- Processed contracts: 118 new, 153 amended, 117 renewed
- Executed 1,296 Purchase Orders

Initiatives

- Implementation of a new HRIS/Payroll software Development of Budget Entry Portal for Department Budgets
- Implementation of a new HUB tracking and reporting software

Mazar performance review

On September 27, 2022, the Travis County Commissioners Court ordered a comprehensive independent performance review of Central Health. The County engaged Mazars USA LLP (Mazars) to perform a performance review and act as its agent. Mazars was tasked with assessing how well Central Health has served the indigent population, future plans to function as a provider, and financial accountability procedures and controls related to expenditures. There were no significant findings, but the review included some recommended improvements. Some of the main findings and recommendations are centered around establishing standardized processes for policies and procedures, documentation practices, and quality metrics.

Governance

Responsible for certain required governance functions of a hospital district including compliance with the Public Information Act and Open Meetings Act and serves as a liaison to the Board of Managers.

Accomplishments

- Posted 63 Board and Committee meetings
- Completed 49 public information requests
- Responded to over 51 board requests for additional information

Initiatives

- Continue to create a more seamless process for tracking board requests and set deadlines for staff responding to requests
- Continue working on standard operating procedures for governance functions
- Work on streamlining board meetings

Government affairs

The Government Affairs department is responsible for engaging with local, state, and federal officials to further the mission of Central Health including working with Travis County Commissioners on the adoption of the annual tax rate and budget.

Accomplishments

- Assisted with the adoption of the FY25 Central Health budget and associated tax rate by a unanimous vote of the Travis County Commissioners Court
- Communicated regularly with elected officials by having one-on-one meetings with their staff delivering information, answering questions, and updating them on Central Health's Healthcare Equity Plan
- Conducted quarterly meetings with the Travis County Commissioners Court to facilitate collaboration and ensure effective communication on key initiatives
- Achieved our goal of communicating with the Travis County Commissioners Court and other elected officials every month



Human resources

The Human Resources department is responsible for attracting, developing, and retaining skilled professionals who support quality patient care, while fostering an inclusive culture that emphasizes employee well-being, compliance, and organizational growth.

Accomplishments

- Successfully completed Phase II of the Enterprise HR Transformation to support the organization's expansion and evolving needs. The added team members have been critical in scaling our operational capacity and ensuring we are well-positioned to meet the growing demands of Central Health, CommUnityCare, and Sendero.
- Filled all HR leadership positions allowing them to craft their own Center of Excellence structure and service delivery models to immediately start addressing key priorities within our HR strategic plan.
- Ongoing implementation of UKG Ready, which will streamline multiple HR-related employee experience journeys and touchpoints. This shift is essential for moving to a more data-driven, operationally efficient HR function.
- Implemented Smartsheet to supplement/compliment the ongoing UKG rollout, which has already eliminated many manual processes associated with employee HR transactions. This platform has allowed for more structured workflows, better tracking of tasks, and quicker response times to support our operational excellence goals. The introduction of Smartsheet has been pivotal in freeing up resources and ensuring that HR transactions are processed more efficiently and transparently.
- Launched Praisidio, a data analytics tool that allows us to harness workforce data for more effective decision-making. With the ability to integrate with UKG Ready, we are operationalizing workforce analytics to drive proactive insights and align workforce planning with organizational growth.
- Created the HR Ops Center of Excellence which, among other things, directly supports the operationalization of the HR strategic plan. By developing this pillar, we've been able to formalize the structures needed to ensure that the strategic goals are actively managed and executed in a way that ties back to the broader organizational objectives.
- Made investments in the DEI Center of Excellence to create and enhance the infrastructure necessary to support DEI efforts across the Enterprise.



Initiatives

- Go-Live with UKG Ready.
- Revamp our performance management process.
- Develop and implement a leadership development program.
- Develop a framework for implementation of Employee Resource Groups to better support our team members and foster a more inclusive culture.
- Craft a DEI learning journey for team members to access as needed.
- Reimagine our Employee Health program to be more proactive and better address team members' needs to prevent injuries or ergonomic issues.
- Invest in and enhance our total rewards programs and benefits.
- Develop a strategy to enhance residency program recruitment to develop a pipeline of providers to fill open positions.
- Develop team member and leader job aide tools to better support them in their roles related to human resources needs.
- Launch a Nurse Residency and Preceptor program.
- Move the department to the CEC building to better enhance our team effectiveness.
- Reimagine and implement a better New Employee Orientation experience for our incoming new hires.

Strategy

Accomplishments

- Implemented new process for submitting and evaluating Central Health Board Member Recommended Emerging and Strategic Priorities, streamlining and enhancing the budget planning process.
- Developed initial iteration of the Healthcare Equity Plan performance tracking plan, identifying KPIs and cross-cutting metrics, organized into domains to measure progress toward a more mature and equitable safety-net healthcare system.
- Aligned the Central Health Business Case Process and Annual Budget Resolution development with the strategic initiatives identified in the Healthcare Equity Plan.
- CEO endorsed a business case to add staff to the Strategy Department, enhancing the department's capacity for strategic planning and research initiatives to meet Central Health's strategic objectives.
- Finalized and released the FY 2023 Central Health Annual Report, highlighting the previous year's major accomplishments as well as a look ahead to 2024 initiatives.
- Launched the planning and research in support of the 2024 Demographic Report.
- Partnered with the City of Austin and Travis County staff on the development and release of an RFP to support community planning for substance use disorders.
- Worked with the Texas Comptroller's office to secure the first payment of opioid settlement funds while also participating in a working group of City and County officials to determine coordinate uses of the funds.
- As recommended in the Healthcare Equity Plan, hired a Grants Manager to lead the diversification of funding sources by securing governmental and private grants.

- Established a workflow for grant management with input from departments throughout the organization.
- The Central Health Equity Policy (CHEP) Council finalized the cohort initiative, guiding 77 safety-net clinics through the Human Rights Campaign’s Healthcare Equality Index (HEI) designation process. This marks the first successful implementation of a regional cohort model on a national scale.
- The CHEP Council Research Committee focused on examining key health challenges in Travis County. This included 50+ key stakeholder interviews, creating a policy menu of 25 targeted solutions for future CHEP Council initiatives.
- Completed the second year of the Community Healthcare Initiative Fund (CHIF) pilot, serving 13,261 Central Health-eligible individuals through 17,732 encounters addressing food, housing, education, and health needs. More than 4,000 healthy meals and snacks were provided, and over 5,000 hours of education were delivered, by participating providers.
- The CHEP Council’s Pandemic Equity Committee worked with City officials to implement translated emergency communications and establish a community advisory panel engaging residents from vulnerable areas in real-time disaster planning and response decision-making.

Initiatives

- The second iteration of the Community Healthcare Investment Fund (CHIF) targets food insecurity and supports patients with specific health conditions among identified populations, using zip code and homelessness data to guide efforts.
- Disaster Planning and Response: Central Health will collaborate with City officials to strengthen its role in disaster planning and response, focusing on health and medical services for homeless and vulnerable residents of Travis County.
- Finalize and release the 2024 Demographic Report, including roadshow presentations to Central Health leadership, public and private partners and community members.
- Continue collaborations with local housing advocates to develop partnerships ensuring stable housing for Central Health patients discharging from hospitals and other settings.
- Initialize the development of a new community health needs assessment focused on Travis County residents with household incomes below 200% of the federal poverty level.
- Continue development of the overarching performance tracking plan and refine measures for assessing and monitoring organizational performance.
- Develop periodic reports on approved business cases to track staffing and resource needs, providing timely updates to enhance planning and effective decision-making.
- Continue the development of Central Health’s grants program, including submitting applications and monitoring grants from government and private funding sources.
- Establish strategic direction of the new grants department, including target focus areas and financial goals.

Capital Projects & Current Debt

Central Health's capital program includes large and small projects that are significant in value and benefit the organization over several years. Most of these projects are planned in order that resources (funding, contractors, staff, etc.) are made available in future years and completion of projects can occur over multiple years. Therefore, in the annual budgeting process, Central Health looks at the needs of the organization in the upcoming year as well as a long-term forecast.

There are three current categories of projects in the capital program to primarily support the healthcare delivery program:

1. Clinical Services Expansion
2. Technology and Equipment
3. Facilities and Operations (clinical and non-clinical)

Major capital projects are those that are approved by the Board of Managers and included in the quarterly capital program reporting. Projects of this nature involve clinical facilities expansion and development opportunities to further expand healthcare services or create future operational efficiencies.

Operational capital projects are generally smaller in nature and used to maintain operations at existing facilities or replace aging equipment (e.g., renovation of space to provide medical respite services). These are generally planned in a shorter time frame and can be unexpected due to equipment breakdown or external factors such as weather.

Sources of funds for capital projects

Debt Proceeds: At times Central Health has issued certificates of obligation to fund healthcare facilities and major operational priorities. The authority to issue debt is approved by the Board of Managers and ultimately the Travis County Commissioners.

Capital Reserves: Based on the capital reserves policy (below) approved by the Board of Managers, Central Health manages an ongoing balance in reserves to support current and future. Funds from the reserve are used on project expenses in the year they are incurred. Each year in the annual budget process Central Health determines whether additional funds will be allocated to the capital reserves as needed by category for known or anticipated needs.

Current Year Operations: At times there may be current year operating funds that are used to fund capital projects.

Capital projects are identified in conjunction with Central Health's strategic planning process and incorporate feedback from extensive community outreach and advisory groups. The Central Health Board of Managers approves capital projects and supports planning efforts. In planning for FY 2025, an opportunity arose for Central Health to make use of a building we owned when an existing tenant did not renew its lease. Based on our safety-net CHNA, the availability of space and consultation with our Healthcare Delivery teams about existing patient needs, we were able to push forward plans to open a facility providing Medical Respite services directly to MAP and MAP Basic patients.

As a result, the Board approved renovation of this location as a new Capital Project.

In addition to this new project, the Board approved an \$88.1 million increase in the funding for Hancock Clinic and Central Health Headquarters. The initial project was approved in FY 2021 when the building was purchased. In that time, demolition and planning work continued. As construction plans have been completed, the budget was amended to account for the full estimated project cost.

As interest rates have remained high, Central Health has seen higher than projected interest revenue over the past couple years. Due to higher interest combined with delays in clinic construction, overall contingency reserves were higher than expected by the end of FY 2024. As a result, Central Health opted to cash fund additions to the Capital Projects this year and next. In FY 2025, we will transfer \$50 million to capital reserves and plan to transfer another \$15 million in FY 2026 rather than issue additional debt while interest rates remain high. This approach will result in long-term savings to Travis County residents.

Planning work continues on the Cameron Center, a three-building site purchased in FY 2023 to house a medical respite facility and additional clinical

Table 12: Central Health FY 2025 Capital Projects, in Millions

Description	FY 2025 Budget	Spend Since Inception	Available Funding
Del Valle Health and Wellness Center	\$15.1	\$12.3	\$2.8
Hancock Clinical Services and Admin*	\$150.7	\$28.2	\$122.5
Rosewood Zaragosa Specialty Clinic	\$9.0	\$6.9	\$2.1
Cameron Center	\$90.6	\$14.7	\$75.9
Colony Park Health and Wellness Center	\$16.1	\$0.8	\$15.3
CEC**	\$11.0	\$0.0	\$11.0
Total (in Millions)	\$292.5	\$62.9	\$229.6

*Added 88.1M to budget for FY 2025
 **New project in FY 2025

space. This project was added in alignment with the Healthcare Equity Strategic Plan and focused on expanding safety-net access to primary and specialty care.

Other ongoing capital projects include construction on health and wellness centers in eastern Travis County built to support expanded healthcare services from key primary care partners. The Board has assembled a subcommittee to support the execution of these projects. Hornsby Bend Health and Wellness Center in Eastern Travis County was the first of these projects to open. The Del Valley Health and Wellness Center is expected to open the second quarter of FY 2025. The centers will support expanded healthcare services from key primary care partners. The early phases of planning and work have begun on the Health and Wellness Center at Colony Park. The planning for eastern Travis County is supported by extensive community outreach and advisory groups.

Capital projects expanding care in FY 2024

During FY 2024, Central Health completed a \$10 million project constructing the Hornsby Bend Health and Wellness Center, which opened to the public in October 2024. Hornsby Bend is an 8,000-square-foot facility with up to nine exam rooms, where Central Health-affiliated CommUnityCare provides primary medical and behavioral health care without regard to ability to pay. Central Health also offers education and wellness programs at Hornsby Bend, along with indoor and outdoor spaces including an accessible children’s playscape where the community can gather.

The Rosewood-Zaragosa Specialty Clinic also opened in August 2024, and the project is in the final phases of close out. The Board approved a new capital project for the renovation of a Central Health owned facility for a 50 bed Medical Respite site as well as clinical training and administrative offices.

Projects at-a-glance

Clinics and centers

Rosewood-Zaragosa Specialty Care Clinic



The Rosewood-Zaragosa Specialty Clinic opened to patients in August 2024. The multispecialty clinic brings expanded specialty care services for MAP members. The new clinic and additional specialty physicians are expected to provide 25,000–40,000 visits annually. The final aspects of the project are expected to be completed and the project closed out prior to the end of FY 2024.

Services include:

- Cardiology
- Supportive and palliative care
- Nephrology
- Pulmonology and sleep medicine
- Pre-Operative assessment
- Clinical pharmacy
- Behavioral health counseling
- Registered dietitian
- Diagnostics/Imaging

Table 13: Rosewood-Zaragosa Project Budget, in Millions

Uses of Funds	Approved Budget	Expenses Through FY 2024	Estimated Expenses FY25
Professional Services	\$0.8	\$0.7	\$0.1
Construction	\$6.4	\$5.7	\$0.7
Furniture, Fixtures & Equipment	\$1.5	\$0.5	\$1.0
Other	\$0.3	\$-	\$0.3
Total Estimated Project Cost	\$9.0	\$6.9	\$2.1
Sources of Funds			
Certificates of Obligation Series 2023 Funds	\$9.0	\$6.9	\$2.1

Del Valle Health and Wellness Center



The Del Valle Health & Wellness Center brings expanded primary clinical services to Del Valle and its surrounding communities. The center will foster mental and physical well-being among Southeast Travis County residents. Construction for this location is underway and anticipated to be complete by early 2025.

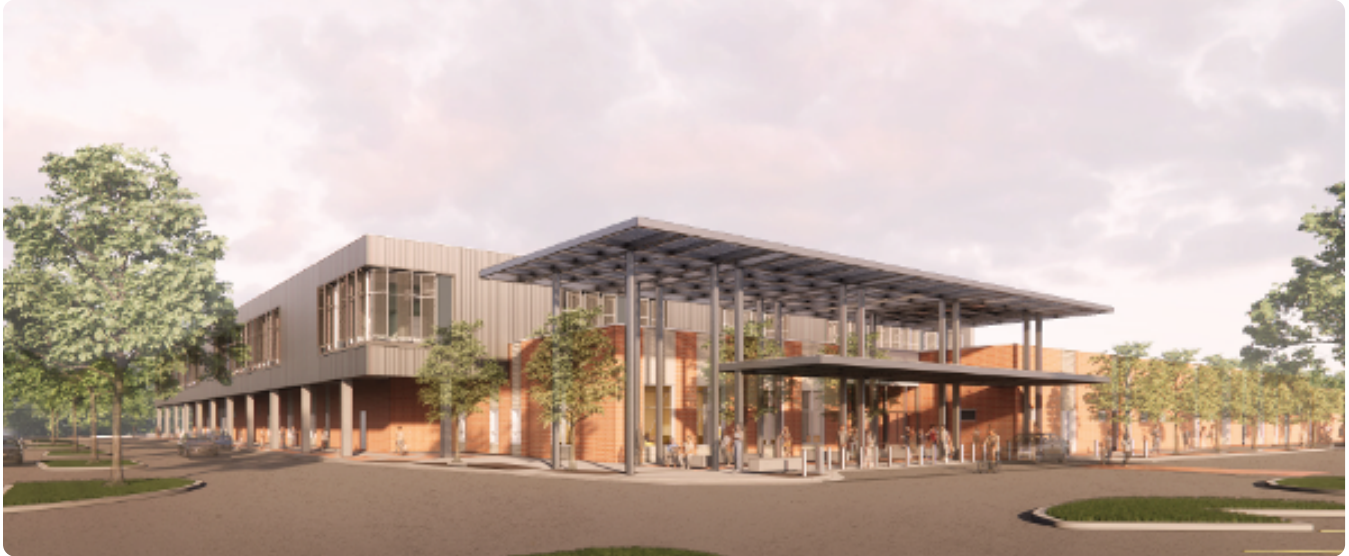
Proposed services include:

- Primary care
- Dental Care
- Integrated mental health
- Retail pharmacy

Table 14: Del Valle Project Budget, in Millions

Uses of Funds	Approved Budget	Expenses Through FY 2024	Estimated Expenses FY25
Due Diligence, Land Acquisition & Regulatory	\$0.8	\$0.8	\$-
Professional Services	\$0.6	\$2.8	\$-
Construction	\$8.8	\$8.7	\$-
Furniture, Fixtures & Equipment	\$1.3	\$0.1	\$0.6
Other	\$3.7	\$-	\$-
Total Estimated Project Cost	\$15.2	\$12.4	\$0.6
Sources of Funds			
Certificates of Obligation Series 2021 Funds	\$8.2	\$8.2	\$-
Capital Reserves	\$7.0	\$4.2	\$0.6
Total Estimated Project Funding	\$15.2	\$12.4	\$0.6

Clinical Services & Headquarters consolidation, Hancock renovation



Central Health purchased a property in the Hancock Center that is being renovated to house a second multi-specialty clinic including dental and primary care and consolidate administrative headquarters for Central Health enterprise employees. Final project completion is anticipated in early 2027, with some clinical services anticipated earlier.

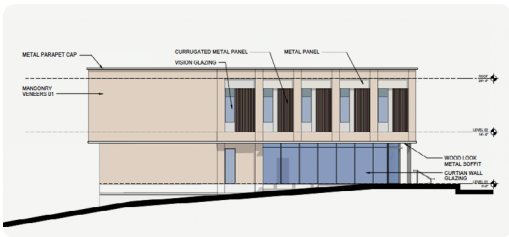
Proposed services include:

- Primary care
- Specialty care
- Dental services
- Imaging services
- Public auditorium
- Administrative offices

Table 15: Hancock Renovation Budget, in Millions

Uses of Funds	Initial Budget	Revised Budget	Expenses Through FY 2024	Available Budget
Due Diligence, Land Acquisition & Regulatory	\$10.0	\$18.7	\$18.7	-
Professional Services	-	\$11.3	\$8.8	\$2.5
Construction	\$50.0	\$106.7	\$0.7	\$106.0
Furniture, Fixtures & Equipment	\$2.6	\$7.8	-	\$7.8
Other	-	\$6.2	-	\$6.2
Total Estimated Project Cost	\$62.6	\$150.7	\$28.2	\$122.5
Sources of Funds				
Certificates of Obligation Series 2021 Funds	\$62.6	\$62.6	\$24.8	\$37.8
Capital Reserves	\$0.0	\$88.1	\$3.4	\$84.7
Total Estimated Project Funding	\$62.6	\$150.7	\$28.2	\$122.5

Colony Park Health & Wellness Center



The preliminary budget for Colony Park is outlined below and Central Health is currently in the schematic design process. The budget may need to be revised during the design process.

Table 16: Colony Park Preliminary Budget, in Millions

Uses of Funds	Approved Budget	Expenses Through FY 2024	Available Budget
Due Diligence, Land Acquisition & Regulatory	\$1.6	\$0.7	\$0.9
Professional Services	\$0.6	\$0.1	\$0.5
Construction	\$10.0	-	\$10.0
Furniture, Fixtures & Equipment	\$2.2	-	\$2.2
Other	\$1.7	-	\$1.7
Total Estimated Project Cost	\$16.1	\$0.8	\$15.3
Sources of Funds			
Capital Reserves	\$16.1	\$0.8	\$15.3

Cameron Center Clinic & Medical Respite facilities



Central Health purchased three buildings at the Cameron Center during FY 2023. The Cameron Center will be renovated to house a medical respite facility, additional clinical space, and medical office space. This project is currently in the planning phase.

Proposed services include:

- Medical respite
- Primary care
- Specialty care
- Medical offices

Table 17: Cameron Center Project Budget, in Millions

Budget Category	Approved Budget	Expenses Through FY 2024	Available Budget
Building and Land	\$14.2	\$14.2	\$0.0
Professional Services	\$3.7	\$0.2	\$3.5
Construction	\$46.4	\$0.0	\$46.4
Furniture, Fixtures & Equipment	\$3.1	\$0.0	\$3.1
Other	\$23.1	\$0.3	\$22.8
Total Estimated Project Cost	\$90.5	\$14.7	\$75.8
Sources of Funds			
Certificates of Obligation Series 2023 Funds	\$90.5	\$14.7	\$75.8

Clinical Education Center renovation

The former Clinical Education Center (CEC) is a Central Health owned building. In FY 2025, Central Health will begin renovating the space to provide medical respite services to MAP and MAP Basic patients as well as using the existing training spaces for expanded clinical training. The building will also house other administrative staff starting in December 2024.

Proposed services include:

- Medical respite
- Other clinical services
- Clinical training
- Administrative offices

Table 18: CEC Budget, in Millions

Budget Category	Approved Budget
Building upgrades	\$1.5
IT Infrastructure & Electrical	\$1.2
Construction	\$5.6
Furniture, Fixtures & Equipment	\$1.7
Other	\$1.0
Total Estimated Project Cost	\$11.0
Sources of Funds	
Capital Reserves	\$11.0

Capital expenditures impact on the operating budget

During the planning phase, consideration is taken into the long-term impact of projects on the overall operating budget. Those projections are also included as part of Central Health’s long-term financial forecast. Central Health considered both current and future capital projects in addition to the ongoing operational costs throughout the development of the seven-year healthcare equity implementation plan. Projects that involve expanding clinical space for our partners to expand access also involve planning around future needs for contracted healthcare services.

Our Real Estate, Facilities Management and Health and Wellness Operations teams included operating budgets and staffing associated with the planned opening of two of these facilities in this fiscal year. Those costs are budgeted under Healthcare Operations and Support (Attachment B). Our partner FQHC, CommUnityCare, will provide expanded primary care and dental services and is included in the Purchased Healthcare Services

Budget. The Colony Park project is still in the development phase and does not have operating costs at this time, but future operational expenses were projected in our long-term forecast. The operating costs for Rosewood-Zaragosa, the Cameron Center projects, CEC and Hancock clinical expansion are included within the Healthcare Equity Implementation plan, and current year operating costs are budgeted in Direct Healthcare Services as well as Healthcare Operations and Support.

Central Health will be responsible for the ongoing maintenance of all of these facilities in addition to utilities, custodial services and security. As we expand our footprint, our Real Estate and Facilities Management program added central receiving and fleet management to the operating budget. The medical respite program at the CEC will also require additional shifts since it will need 24/7 coverage, food and linen services.

Current debt levels

Central Health issued three series of Certificates of Obligation that constitute current debt. We issued \$16 million in Certificates of Obligation on Sept. 20, 2011, and refunded the bonds in 2020, resulting in significant savings in future interest expense. Central Health issued \$77.7 million of Certificates of Obligation in 2021 to fund two clinic facilities,

along with a consolidated headquarters facility (see table below). In 2023, Central Health issued another \$99.35 million. Central Health received an Aa2 stable credit rating from Moody’s Investors Service and an AA+ stable rating from KBRA in June 2023. In the FY 2025 budget, Central Health has outstanding debt of \$165.7 million.

Table 19: Central Health Debt Overview

Series	Estimated Principal*	Estimated Interest	Purpose	Security
Certificates of Obligation Series 2023 (Limited Tax)	\$7,745,000	\$1,871,625	The acquisition, construction, improvement, renovation and equipping of buildings and land to provide medical and clinical services at Rosewood Zaragoza	Limited ad valorem tax pledge
Certificates of Obligation, Taxable Series 2023 (Limited Tax)	\$88,610,000	\$52,529,577	The acquisition, construction, improvement, renovation and equipping of buildings and land to provide medical and clinical services at the Cameron Center	Limited ad valorem tax pledge
Certificates of Obligation Series 2021 (Limited Tax)	\$12,235,000	\$3,156,747	The acquisition, construction, improvement, renovation and equipping of buildings and land to be used as medical clinics located in Del Valle and Hornsby Bend	Limited ad valorem tax pledge
Certificates of Obligation, Taxable Series 2021 (Limited Tax)	\$54,630,000	\$10,533,235	The acquisition, construction, improvement, renovation and equipping of buildings and land to be used as a site for management and administration of District services and the delivery and provision of clinical and medical services	Limited ad valorem tax pledge
Certificates of Obligation, Taxable Series 2020	\$2,485,000	\$31,406	The acquisition, construction, improvement, renovation and equipping of buildings (North Central and Southeast Health and Wellness Center)	Limited ad valorem tax pledge

*For FY 2025 and future periods

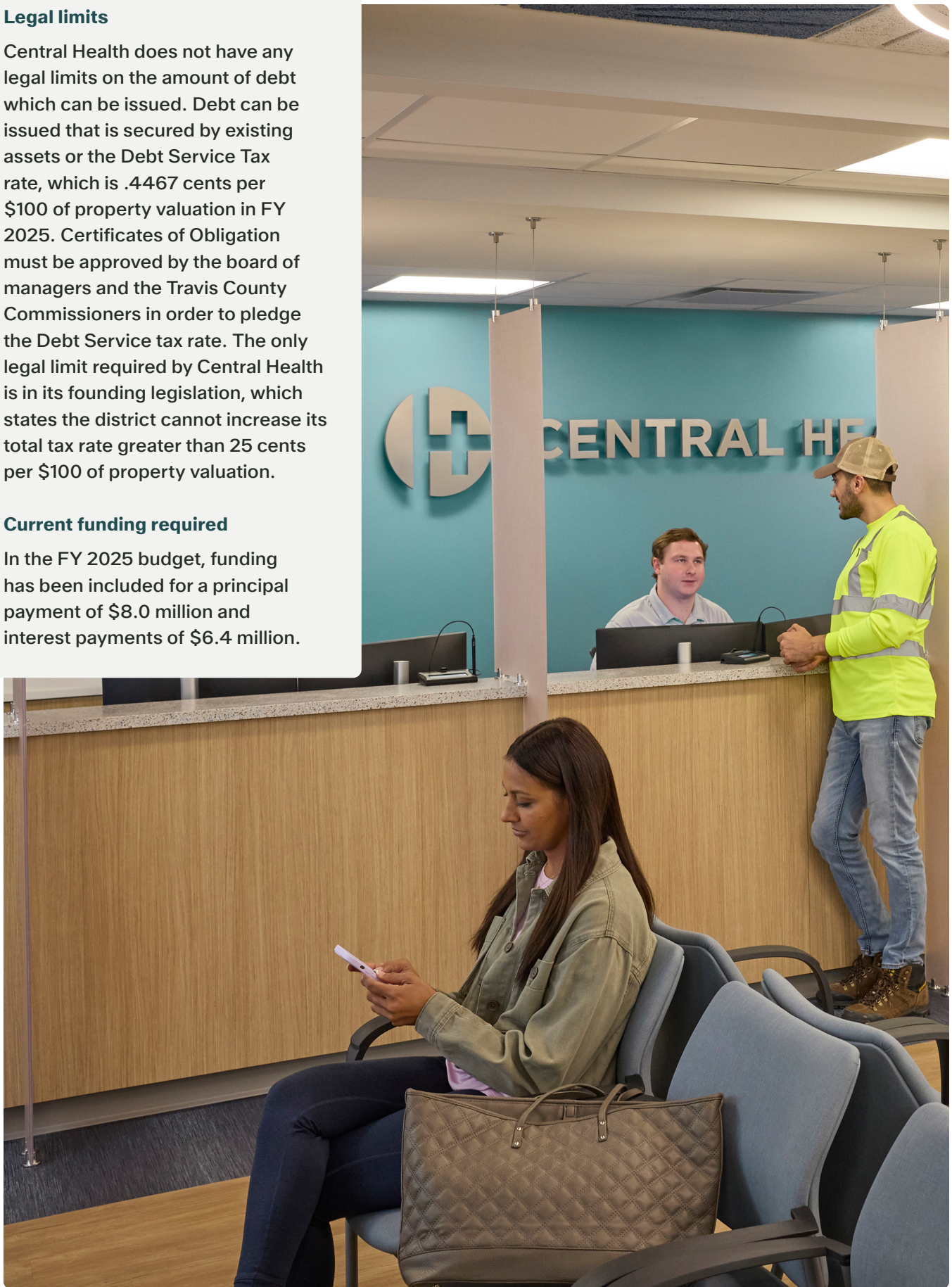
Central Health also holds a line of credit for short term debt financing of technology and equipment projects, however, no draws have been made on this debt. The FY 2024 budget includes estimates for debt payments that may be made on the line of credit when draws are made in the future.

Legal limits

Central Health does not have any legal limits on the amount of debt which can be issued. Debt can be issued that is secured by existing assets or the Debt Service Tax rate, which is .4467 cents per \$100 of property valuation in FY 2025. Certificates of Obligation must be approved by the board of managers and the Travis County Commissioners in order to pledge the Debt Service tax rate. The only legal limit required by Central Health is in its founding legislation, which states the district cannot increase its total tax rate greater than 25 cents per \$100 of property valuation.

Current funding required

In the FY 2025 budget, funding has been included for a principal payment of \$8.0 million and interest payments of \$6.4 million.



Get Involved with Central Health

We encourage Travis County residents to keep up with our budget development process, ongoing financial updates and Board of Managers and Budget and Finance Committee meetings (held monthly and webcast and televised live).

Ways to get involved:

1

Visit our website.

Central Health budget and finance information including monthly financial statements, annual financial audit reports, and current and previous fiscal year budgets are available at: CentralHealth.net/about/finance/

[Visit the Central Health Website](https://CentralHealth.net/about/finance/)

2

Attend or watch our meetings.

Central Health's Board of Managers meetings and the Board's Budget and Finance Committee meetings are both available by livestream and archived. Links to the meetings with agenda items, supporting materials, and presentations are available at: CentralHealth.net/about/board-of-managers/meetings/

[View Board of Managers Meetings](https://CentralHealth.net/about/board-of-managers/meetings/)

3

Sign up for our newsletter.

Central Health does a variety of community engagement activities including soliciting feedback from patients, community members, and concerned citizens. To connect with us please visit CentralHealth.net/ and sign up for our email list.

[Connect with Us](https://CentralHealth.net/)

Attachment A, Revenue and Expenses Summary/Budget Resolution

FY 2023 actual, FY 2024 budget and year-end-estimate with FY 2025 approved budget

DESCRIPTION	FY 2023 Actuals	FY 2024 APPROVED BUDGET	FY 2024 YEAR-END ESTIMATE	FY 2025 APPROVED BUDGET
TAX RATE	0.098684	0.100692	0.100692	0.107969
FTEs	333.7	530.5		916.4
Beginning Balance (Contingency Reserve)	338,373,929	407,730,068	441,168,057	494,040,391
UNRESTRICTED REVENUE				
Property Taxes	280,038,350	312,456,814	312,000,000	346,638,452
Lease Revenue	19,698,284	12,022,497	18,000,000	9,361,825
Tobacco Litigation Settlement	4,828,924	4,500,000	5,000,000	5,000,000
Patient Revenue	-	-	-	300,000
Other	22,395,566	7,500,000	30,268,000	28,741,200
TOTAL UNRESTRICTED REVENUE	326,961,124	336,479,311	365,268,000	390,041,477
RESTRICTED REVENUE				
Opioid Litigation Settlement ⁽¹⁾	-	-	-	4,664,833
ALL REVENUE TOTAL	326,961,124	336,479,311	365,268,000	394,706,310
Available Budgeted Resources	665,335,053	744,209,379	806,436,057	888,746,701
EXPENSES				
Healthcare Delivery	152,359,531	295,246,806	241,379,012	353,461,994
Administration	17,887,879	28,647,030	27,997,414	38,505,949
UT Affiliation Agreement	22,430,000	35,000,000	35,000,000	35,000,000
Other Financing Uses	23,000,000	8,019,240	8,019,240	61,381,015
Opioid Abatement Expenses ⁽¹⁾		-	-	4,664,833
Contingency Reserves		377,296,303	-	395,732,910
Total Expenses	215,677,410	744,209,379	312,395,666	888,746,701
Increase/Decrease in Fund Balance	111,283,714	-	52,872,334	-
Ending Contingency Reserve Balance	449,657,643	-	494,040,391	-
RESERVES				
Emergency Reserves	38,719,836	46,739,076	46,739,076	58,120,090

1) In accordance with the settlement agreement and Senate Bill 1827, 87th Texas Legislature, uses are restricted to projects to remediate the opioid crisis.

**Travis County Healthcare District D/B/A Central Health
Board of Managers Resolution
Adopting the Fiscal Year 2025 Budget**

The Board of Managers (hereafter, "Board") of the Travis County Healthcare District (the "District"), d/b/a Central Health, hereby adopts the Central Health Fiscal Year 2025 Budget (the "FY25 Budget"), which:

- A. consists of the FY25 Budget **Sources and Uses Summary - All Funds** (Attachment A), the FY25 **Budget Uses Detail** (Attachment B), and the FY25 **Opioid Settlement Funds** (Attachment C), each of which is incorporated herein by reference as if set out in full;
- B. directs the President and CEO to continue to lead implementation of the Board-adopted **Healthcare Equity Plan**, with which the maturing hospital district aims to build an equitable system of care that is comprehensive and accountable and can close health disparities, including a 10-year difference in life expectancy between eastern and western Travis County; and
- C. directs the President and CEO to maintain the District's financial strength, flexibility, and sustainability through prudent management of its revenues and cash reserves, while advancing these **strategic priorities** in FY25 and periodically reporting progress to the Board:

Increase Access and Capacity:

- **Expand Access to Specialty Care:** The FY25 Budget allows the 19 lines of service launched in FY24 to continue to grow, with a target of 30,000 annual patient visits, or about a tenfold increase over FY24 patient volume.
- **Health Care for the Homeless:** The FY25 Budget supports staffing one clinic-based and one mobile comprehensive care team ("Bridge Teams") that provide ongoing care to patients who lack stable housing.
- **Access to Mental Health Services:** The FY25 Budget provides funding for new psychiatric, therapy, and counseling services through Central Health providers.
- **Robust Post-Acute including Respite:** The FY25 Budget expands post-acute services through the Transitions of Care program in skilled nursing facilities, targeting a 30% increase over FY24 in direct and contracted patient bed days in these facilities.
- **Substance Use and Addiction Medicine:** The FY25 Budget expands specialty behavioral health services, including funding substance use disorder treatment services and peer recovery support staff.

Care Coordination

- **Program Alignment and Augmentation:** The FY25 Budget adds 21 full-time employee equivalents ("FTEs") to the Central Health Patient Navigation Center.
- **Access to Hospital Care:** The FY25 Budget adds 12 FTEs and funds implementing additional Transitions of Care teams at local hospital emergency rooms and on inpatient floors, to coordinate care with Central Health providers, achieve better patient outcomes, and work with hospital case managers to identify patients at high risk of readmission and provide them with appropriate discharge plans.
- **Social Determinants of Health:** The FY25 Budget provides additional funding to be distributed through Central Health's Community Health Initiatives Fund, focusing on the Board-identified emerging priority of reducing food insecurity.

Member Enrollment and Engagement

- **Enrollment and Eligibility:** The FY25 Budget expands strategies and tactics to increase and maintain enrollment in Central Health’s Medical Access Program (“MAP”), including on-site enrollment teams at clinical facilities, more virtual enrollment options, focused outreach to enroll eligible justice-involved Travis County residents, and both MAP and disability application assistance for those experiencing homelessness. Goals of this expansion include improving CommUnityCare’s payor mix by reducing the percentage of uninsured county residents and increasing transition of MAP and MAP Basic enrollees to the state’s Texas Medicaid program and Children’s Health Insurance Program.
- **Coverage Programs, Benefits, and Structures:** The FY25 Budget includes additional premium support for MAP patients transitioning to Sendero Health Plans coverage for dialysis, organ transplants, and stem cell therapy. The District continues to seek opportunities to increase the standard MAP enrollment period from six to 12 months.

System of Care Infrastructure

- **Health Systems Technology:** The FY25 Budget supports the electronic medical records system and additional staff to analyze its data to monitor and report on performance and quality. The FY25 Budget also funds needed enhancements to Central Health’s technology backbone and cybersecurity preparedness.
- **Foundation Enablers:** The FY25 Budget supports expanded healthcare operations and new clinical facilities. It also provides funding to meet the District’s increased needs for human resources management, central administration, compliance and finance services, communications, and community and stakeholder relations. Central Health is investing in these measures to improve overall employee job satisfaction and achieve a reporting score of 82% or higher.

The District anticipates that the FY25 Budget will produce outcomes that matter to the Central Health system, to its patients, to healthcare providers both within and without the safety-net system the District is committed to creating in Travis County, and to the broader community. This includes meaningful progress on what the district has identified as four aims of health equity: better care for Travis County residents with low income, better health for the whole community, better value for the tax revenues invested in health care, and better opportunities for low-, middle-, and high-skilled workers in the Central Texas healthcare workforce.

Staff recommendations regarding Board Manager recommended proposals

Value: Align impact of emerging priorities to overall vision, strategic plan, organizational goals and use data driven insights to inform prioritization.

Alignment of Recommended Proposals to Existing Priorities

- SJ – Enhance outreach and services for men of color by directly funding community service providers including Black Men's Health Clinic and adding support for the African American Family Support Conference
- CV – Prioritize healthcare services for Latinos experiencing homelessness who have been underrepresented in homeless services needs assessments
- AK – Explore working with TexHealth Central Texas to leverage additional funding streams to expand access to health insurance coverage for low income Travis County residents
- MM – Propose initiative to remove social media in local schools through Central Health Equity Policy Council
- AM – Conduct outreach to service/hospitality industry employees to promote enrollment in coverage
- AM – Develop more community health workers
- AM – Explore effective, ethical application of AI and other emerging technologies

Proposals Recommended for Business Case and/or RFP Process

- MMDrPH – Develop Business Case to develop plan to improve cancer survivorship care to ensure seamless access across the continuum from screening, to diagnosis, to post treatment follow-up
- CV – Solicit vendor for Hispanic Family Support Conference through RFP to move forward with planning and implementation
- AK – Develop Business Case for expansion of EMCOT teams to meet needs of CH population
- AK/AM – Focus second Community Health Initiatives Fund (CHIF) RFP solicitation on food insecurity and food as medicine as part of Central Health's development of a fully aligned SDOH/NMDoH strategy

Attachment B, Uses of Funds Detail

DESCRIPTION	FY 2024 APPROVED BUDGET	FY 2025 APPROVED BUDGET
HEALTHCARE DELIVERY		
Purchased Healthcare Services		
Primary Care: Medical, Dental, & Behavioral Health	71,782,200	73,957,000
Specialty Care: including Specialty Dental	30,188,000	31,153,000
Specialty Care: Behavioral Health	20,675,000	25,750,000
Post Acute Care	7,250,000	8,100,000
Pharmacy	18,000,000	19,000,000
Community Health Care Initiatives Fund	875,000	1,000,000
Purchased Healthcare Services	150,770,200	158,960,000
Direct Healthcare Services		
Therapy and Counseling	-	1,227,110
Psychiatry	-	1,674,311
Cardiology	2,079,895	2,437,279
Endocrinology	-	762,556
Gastroenterology	2,039,621	2,953,976
Nephrology	1,129,700	1,859,200
Neurology	1,264,294	2,019,556
Podiatry	1,877,022	2,192,929
Pulmonology	1,370,648	1,497,711
Rheumatology	-	656,943
Palliative Care	-	958,984
Pharmacy	-	1,849,580
Transitions of Care	4,074,868	10,388,044
Medical Respite	906,886	5,239,210
Diagnostics and Other services	3,511,294	4,395,034
Patient Navigation	-	6,105,265
Clinical Support	11,022,146	13,826,160
Direct Healthcare Services Total	29,276,374	60,043,848
Total Healthcare Services	181,046,574	219,003,848

DESCRIPTION	FY 2024 APPROVED BUDGET	FY 2025 APPROVED BUDGET
HEALTHCARE DELIVERY		
Healthcare Operations & Support		
Salary and Benefits	33,878,558	46,232,033
ACA Healthcare Premium Assistance Programs	18,587,363	19,300,000
Real Estate and Facilities	7,619,360	19,958,801
UT land lease for teaching hospital	1,037,550	1,165,441
Legal	766,000	58,000
Consulting	2,315,000	2,120,000
Other professional goods & services	10,922,140	4,721,700
Outreach and Education	1,927,211	3,190,250
Insurance and Risk Management	400,000	100,000
Information Technology	13,855,455	13,752,800
Travel, training and professional development	1,186,250	1,188,100
Other operating expenses	738,883	211,600
Debt service - principal retirement	7,440,000	8,035,000
Debt service - interest	7,026,462	6,424,421
Transfer to Sendero Risk-Based Capital	6,000,000	8,000,000
Total Healthcare Operations & Support	114,200,232	134,458,146
Total Healthcare Delivery	295,246,806	353,461,994

DESCRIPTION	FY 2024 APPROVED BUDGET	FY 2025 APPROVED BUDGET
ADMINISTRATION		
Salary and Benefits	15,308,898	23,354,186
Legal	2,745,136	2,775,000
Consulting	2,419,750	2,593,623
Investment and Financial Services	126,000	200,000
Other professional goods & services	2,093,775	1,758,613
Marketing and Communications	249,061	779,080
Leases, Utilities, Security and Maintenance	1,253,250	1,491,500
Insurance and Risk Management	412,500	500,000
Phones, Computer Equipment and supplies	1,149,186	1,643,359
Travel, training and professional development	386,695	979,567
Other operating expenses	205,365	38,950
Appraisal District Svcs	1,213,118	1,249,512
Tax Collection Expense	1,084,297	1,142,559
Total Administration	28,647,030	38,505,949
UT Affiliation Agreement	35,000,000	35,000,000
OTHER FINANCING USES		
Transfer to capital projects	-	50,000,000
Transfer to emergency reserve	8,019,240	11,381,015
RESTRICTED USES		
Opioid Abatement Expenses ¹⁾	-	4,664,833
RESERVES		
Contingency Reserves	377,296,303	395,732,910
TOTAL EXPENSES	744,209,379	888,746,700

1) In accordance with the settlement agreement and Senate Bill 1827, 87th Texas Legislature, uses are restricted to projects to remediate the opioid crisis.

Attachment C, Audited Financials

The most recent audited financial statement is located at:
CentralHealth.net/wp-content/uploads/2024/03/Travis-County-Healthcare-District-dba-Central-Health-Financial-Statements_9-30-2023.pdf

[View the Financial Statement](#)

The FY 2025 Budget and past annual budgets can be found at:
CentralHealth.net/about-central-health/finance/

[View the Budget Documents](#)

Attachment D, Financial Policies

Central Health maintains four separate reserves, with a policy for each: an emergency reserve, a contingency reserve, a capital reserve and a reserve for HMO risk-based capital.

Emergency reserve policy

Central Health's emergency reserve will serve as a funding source for dire necessities that arise from unusual circumstances, e.g. natural disasters, pandemics, or severe business disruptions. The emergency reserve will normally be set at 55 days of working capital, equal to approximately 15% of budgeted ongoing expenses. The amount of the emergency reserve will be set annually through adoption of the budget.

Contingency reserve policy

The contingency reserve will serve as a funding source for one-time expenditures or for ongoing expenditures when needed for cyclical or temporary structural deficits. Cyclical deficits are caused by temporary decreases in revenue or by one-time, nonrecurring expenses that cannot be funded through current revenue. Structural deficits are caused by an excess of projected annual expense over projected annual revenue over periods of several fiscal years. Contingency reserves may be used as part of a plan for correcting structural deficits; however, the plan should also include structural fixes such as permanent increases to revenue and/or permanent reductions to expense.

The contingency reserve may also serve as a source of supplemental appropriation that can be used for Intergovernmental Transfers, depending on circumstances and amounts available. The Intergovernmental Transfers are unpredictable and are often misaligned with Central Health's fiscal year.

Capital reserve policy

A capital reserve will be established to fund capital assets or projects that will not be funded through the issuance of debt or through a grant. The capital reserve will be established in October, the first month of the fiscal year, by moving investment balances from current assets to noncurrent assets in the amount needed to fund the capital reserve. Changes may be made to the capital reserve during the year if, for example, other funding is obtained for a portion of the capital budget: in this case, the capital reserve would be decreased by moving the amount of the grant from noncurrent assets (investments) back to current assets.

HMO risk-based capital reserve policy

Central Health will set up a risk-based capital reserve to be used for paid-in capital payments to Sendero Health Plans, Inc., (Sendero) the Medicaid managed care nonprofit corporation established in 2011. This reserve will be shown in the noncurrent assets section of Central Health's balance sheet and will not be part of working capital or fund balance. This fund will be used to provide risk-based capital to Sendero. Payments will be made based on the level of enrollment and on claims experience, as recommended by the Sendero actuary.

Central Health's Investment Policy is updated annually by the Board of Managers.

Central Health also maintains a robust set of finance and procurement policies that are updated by the Board of Managers on an as needed basis.

See the detailed investment and collateral policies at:
[CentralHealth.net/wp-content/uploads/2023/03/
Central-Health-Financial-Policies-FY2023-1.pdf](https://CentralHealth.net/wp-content/uploads/2023/03/Central-Health-Financial-Policies-FY2023-1.pdf)

[View the Financial Policies](#)

Attachment E, Accomplishments

Central Health's 2023 Annual Report can be found at:
CentralHealth.net/wp-content/uploads/2024/05/FY-2023-Annual-Report.pdf

[View the 2023 Annual Report](#)

2023 MILESTONES & HIGHLIGHTS

Central Health's work is guided by its equity-focused strategic plan for service delivery – the Healthcare Equity Plan – which is built on four pillars, or strategic imperatives: Access & Capacity, Care Coordination, Member Engagement, & System of Care.

SERVICE PLANNING & EXPANSION

- Central Health continued to implement its Healthcare Equity Plan, a seven-year strategic roadmap for the hospital district as it grows rapidly to provide direct care that patients need, and to reduce barriers to care that perpetuate health disparities between different parts of the county.
- Central Health joined CommUnityCare in transitioning to a new electronic health record (Epic), with the goal of improving care and coordination for patients.
- Central Health's Healthcare Delivery teams launched new service lines in podiatry, medical respite, skilled nursing, and GI care, including serving the hospital district's first (podiatric) surgical patient. These specialty and post-acute care service lines are closing significant gaps in care in the safety-net system.
- Central Health's doctors, nurses, medical assistants, counselors, social workers, and community health workers focused forward, to the opening of Central Health's first clinical spaces in fiscal year 2024 and the rapid growth of its service lines.

COMMUNICATION & COMMUNITY ENGAGEMENT

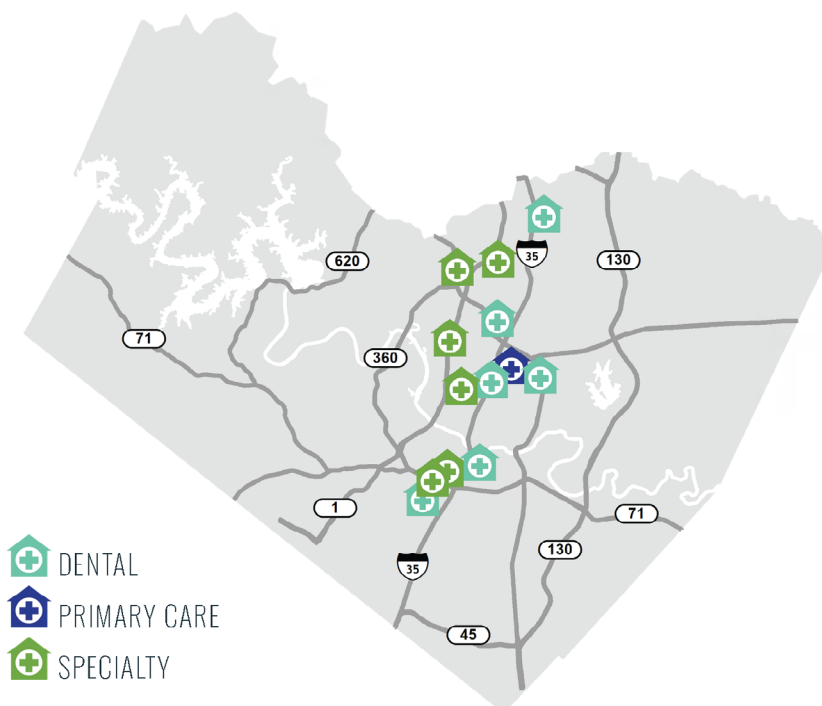
- The Central Health Communications team worked to educate, inform, and motivate Travis County residents – especially those with low incomes – to learn about and participate in the Healthcare Equity Plan and Central Health's ongoing service expansion.
- Central Health conducted 285 grassroots outreach activities, engaging 13,304 individuals, resulting in 530 MAP leads, and connecting 105 people to health coverage.
- Central Health hosted 55 community engagement events, involving 1,014 community members in its work, marking a 61% increase over FY 2022.
- Central Health observed consistent audience growth across all digital channels, leading to a 17% rise in engagement with its social media content and a 46% increase in link clicks to its landing pages compared to FY 2022. The Central Health website experienced a 16% boost in both new and total users from FY 2022 to FY 2023.

POPULATION HEALTH

- ✦ Central Health, CommUnity Care and Integral Care publicly committed to provide culturally and gender-affirming care for LGBTQIA+ patients. To do this, these providers adopted policy, system, and environmental changes in more than 70 clinics across Travis County.
- ✦ The Pandemic Equity Committee worked with city, county and federal officials to enact systemic changes within the disaster response system. These changes include improving language access during emergencies, providing English and Spanish text alerts to the community, and establishing effective models for community advisory panels.

CAPITAL IMPROVEMENTS

- ✦ To continue planning for future needs, Central Health acquired land in the planned village center in Colony Park and a three-building office-commercial complex at US 183 and Cameron Road. It also continued its work to transform the former Sears flagship store at Hancock Center, in north central Austin, into its new headquarters campus, including both primary and specialty clinics.
- ✦ In FY 2023, CommUnityCare opened two new full-service clinics, one in Pflugerville and one at the new Pathways at Chalmers Courts affordable housing complex, in a collaboration with the Housing Authority of the City of Austin.



HEALTH COVERAGE

- ✦ Central Health staff completed 7,649 in-person eligibility appointments - a 17% increase over 2022 - and processed 57,548 MAP applications.
- ✦ Centers for Medicare & Medicaid Services awarded Sendero Health Plans the 4-Star Marketplace Quality rating for the third consecutive year.
- ✦ Sendero enrolled more than 7,600 individuals in health insurance plans, including more than 750 former MAP members through Central Health's CHAP-Expansion program.

BEHAVIORAL & MENTAL HEALTH

- ✦ Central Health expanded Methadone and Buprenorphine access for patients in need of substance use disorder treatment in the face of the ongoing opioid epidemic.
- ✦ Central Health increased access to inpatient psychiatric and crisis respite services through a new agreement with Integral Care.

PAIN MANAGEMENT & REHABILITATION

- ✦ With support from Central Health, People's Community Clinic launched its Integrated Pain Management Program for MAP and MAP Basic patients, including unique services such as group yoga, massage, and acupuncture along with traditional medication.

TRANSPORTATION

- ✦ Central Health began work on a contract with Acadian Ambulance Service of Texas to fill the gap of non-emergent stretcher transportation.

INVESTING IN EASTERN TRAVIS COUNTY

- ✦ Central Health neared completion of new wellness center locations in Hornsby Bend (which opened in October 2023) and Del Valle as well as two new specialty care clinics in East Austin.

DENTAL CARE

- ✦ In FY 2023, Central Health funded 48,950 primary care dental encounters through its three FQHC partners (CommUnityCare, People's, and Lone Star Circle of Care).
- ✦ Central Health's new contract with Manos de Cristo adds a 4th primary care dental option for all MAP and MAP Basic enrollees.

URGENT CARE

- ✦ Central Health partners served 948 unique MAP and MAP Basic patients in urgent care in 2023.

SPECIALTY CARE

- ✦ In addition to its direct patient care in skilled nursing, medical respite, podiatry, and gastroenterology, Central Health improved specialty care access with new contracts in pulmonology, gynecology, ophthalmology, urology, and oncology.
- ✦ For ENT services, Central Health worked with Austin Regional Clinic to reduce cancellations and improve turnaround time from patient appointments and follow-up procedures.
- ✦ Central Health contracted with Dr. Daniel J. Leeman for ENT and Audiology services.

PATIENT EXPERIENCE

- ✦ The Central Health system improved its ability to receive and take action on member concerns with services and bills.

STEWARDSHIP

- ✦ As Central Health continued to expand services and completed its long-term planning to implement the Healthcare Equity Plan, it also engaged in long-term financial sustainability planning to attain the financial resources required to support the major, long-term investments that will be required to address those community healthcare needs.

Attachment F, Healthcare Equity Implementation Plan

On August 2, 2023, the Central Health Board of Managers adopted a plan to implement Central Health's Healthcare Equity Plan. The plan lays out 38 initiatives, involving more than 150 overlapping and interdependent projects aimed at closing the gaps in the healthcare safety net based on our Community Needs Assessment. Under the plan, Central Health will invest nearly \$700 million into projects that strengthen the healthcare safety net over the next 7 years.

A summary of the plan can be found at:

CentralHealth.net/wp-content/uploads/2023/09/Central-Health-Healthcare-Equity-Action-Plan-Presentation.pdf

[View the Healthcare Equity Plan](#)

Glossary

- **1115 Waiver:** A federal funding program for uncompensated care and Delivery System Reform Incentive Payments (DSRIP).
- **ACA:** Affordable Care Act: a healthcare reform law that addresses health insurance coverage.
- **Accrual:** An expenditure that is recognized for a fiscal year or period but not received or disbursed until a subsequent fiscal year or period.
- **Ad Valorem Tax A:** tax of real estate or personal property based on the taxable value of the property and is assessed at a rate per \$100 of taxable value.
- **Approved Budget:** The financial plan for Central Health approved by the Travis County Commissioners Court for use in the fiscal year of October 1 to September 30.
- **Assessed Valuation:** The valuation set for Travis County properties by the Travis Central Appraisal District as a basis for levying property taxes.
- **Audit:** A process formally examines financial statements, performance measures, compliance with regulations, and effectiveness of internal controls of an organization. The primary purpose of audits is to determine whether public funds have been used lawfully, efficiently, and effectively.
- **Average Homestead Taxable Value:** The mean property value of Travis County homesteads after a 20% homestead exemption and other required adjustments are applied, as appraised and certified by the Travis Central Appraisal District.
- **Average Homestead Value:** The mean property value of Travis County homesteads, as appraised and certified by the Travis Central Appraisal District.
- **Basis of Budgeting:** Central Health's basis of budgeting is the accrual basis in accordance with generally accepted accounting principles (GAAP), with the exception of depreciation.
- **Balanced Budget:** A financial plan in which projected total sources funds are equal to total planned uses of funds plus established reserves.
- **Budget:** An organization's comprehensive financial plan for the coming fiscal year.
- **Budget Amendment:** A change in the level of funding that increases or decreases the total budget of an individual program (Healthcare Delivery or Administration/Tax Collection) which requires approval by the Central Health Board of Manager and the Travis County Commissioners Court.
- **Budget Calendar:** The schedule of dates that Central Health follows in the preparation and adoption of the budget.
- **Capital Expenditure:** Defined as use of funds on an asset with an initial, individual cost of at least \$5,000, and an estimated useful life of one year or more.
- **CCC:** Community Care Collaborative: Central Health's partnership with Ascension Seton to provide health care.
- **CEO:** Chief Executive Officer
- **Certificates of Obligation:** Debt that is authorized by the Travis County Commissioners Court and does not require prior voter approval. Intent to issue certificates of obligation must be published in the local newspaper in advance of issuing the debt.
- **CHAP:** Central Health Assistance Program: a program through Central Health that provides premium assistance to eligible members.
- **CHIP:** Children's Health Insurance Program: a program to provide healthcare coverage to children in families that do not qualify for Medicaid.
- **CMS:** Centers for Medicare & Medicaid Services: a federal agency in the department of Health and Human Services that administers the healthcare programs Medicare and Medicaid.
- **Component Unit:** A component unit in accounting is a legally separate

organization that is financially accountable to a primary government or agency.

- **Credit Rating:** An opinion given by a credit rating agency that indicates the ability and willingness of a bond issuer to meet its financial obligations in full and on time. A credit rating also indicates the credit quality of an individual debt issue.
- **Debt Service Rate:** The component of the total tax rate the taxing unit needs to pay its debt service in the coming year.
- **Depreciation:** A decrease in the value of a capital asset due to wear and tear, deterioration, end of useful service life, or the passage of time.
- **DSH:** Disproportionate Share Hospital (DSH) program funds uncompensated care for hospitals treating indigent patients.
- **DSRIP:** Delivery System Reform Incentive Payments: a program that is designed to improve how health care is delivered by incentivizing providers and hospitals.
- **DY:** DSRIP funding year
- **ED:** Emergency Department: the department of the hospital that is responsible for patients requiring immediate care.
- **Enterprise Fund:** A type of fund used in governmental accounting to account for activities that provide goods or services to the public for a fee that is meant to make the entity self-sustaining.

It operates in a manner similar to private business enterprises, with the intent that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed primarily through user charges.

- **Expenditure:** Uses of funds which are recognized when the liability is incurred and expected to be liquidated with current financial resources.
- **Fiscal Year:** A twelve-month period, extending from October 1st through the following September 30th, which is designated as the operating year for accounting and budget purposes.
- **FPL:** Federal Poverty Level: an economic measure created from census data that is used to determine qualifications for federal programs.
- **Fund:** A fund is a fiscal and accounting entity that records cash, financial resources, liabilities, and balances. Funds are self-balancing sets of accounts that can be specific to a department or shared by multiple departments.
- **Fund Balance:** In governmental funds, when there are funds leftover at the end of a fiscal year from either underspending the budget or taking in revenue in excess of the amount budgeted.
- **FTE:** Full-time Equivalent: FTE is equivalent to an employee that is scheduled to work 40 hours/week.

- **FQHC:** Federally Qualified Health Center: a designation from CMS to provide primary care services in underserved communities.
- **Generally Accepted Accounting Principles (GAAP):** for generally accepted accounting principles, which set the standard accounting rules for preparing, presenting, and reporting financial statements in the U.S.
- **Government Finance Officers Association:** An organization that represents public finance officials in the United States and Canada.
- **Governmental Accounting Standards Board (GASB):** An organization whose main purpose is to improve and create accounting and reporting standards and generally accepted accounting principles (GAAP).
- **Governmental Fund:** A type of fund that accounts for government entities' activities including General Funds. Central Health does not have a governmental fund, rather it is a single proprietary fund, known as an enterprise fund (see definition of Proprietary Fund below).
- **HHSC:** Texas Health and Human Services Commission: a state agency that manages programs that assist families with food, healthcare, safety and disaster needs.
- **IGT:** Intergovernmental Transfers: the transfer of funds between governmental entities.

- **Interlocal Agreement:** An agreement between governmental agencies often resulting in one governmental agency receiving funds from another agency.
- **LPPF: Local Provider Participation Fund:** an account that local governments deposit mandatory hospital payments into for an IGT to HHSC.
- **MAP: Medical Access Program,** a full benefits package for eligible residents who are at or below 100 percent of the Federal Poverty Level (FPL).
- **Modified accrual accounting:** An alternative bookkeeping method that combines accrual basis accounting with cash basis accounting. It recognizes revenues when they become available and measurable and, with a few exceptions, records expenditures when liabilities are incurred.
- **Net Position:** Difference between assets, or Central Health’s investment in resources, and liabilities, or Central Health’s obligation to its creditors.
- **No-new-revenue Maintenance & Operations (M&O) Tax Rate:** A tax rate that is a component of the total tax rate that provides the taxing unit with approximately the same amount of revenue it received in the previous year for day-to-day operations (Maintenance and Operations).
- **No-new-revenue Tax Rate:** A calculated rate that provides a taxing unit with approximately the same amount of revenue it received in the previous year on properties taxed in both years. If property values rise, the effective tax rate will decrease, and vice versa. The effective tax rate calculation is established by state law.
- **Proposed Budget:** The financial plan was presented to the Central Health board of managers for consideration and then recommended to the Travis County Commissioners Court for adoption for use from October 1 to September 30.
- **Proprietary Fund:** The type of fund used to account for Central Health’s ongoing operations and activities that are like businesses found in the private sector. Central Health operates as a single proprietary fund known as an enterprise fund.
- **Reserve:** A line item used to set aside sources of funds that may not be required for expenditure in the current budget year.
- **Residential Homestead Exemption:** A reduction in taxable value on a primary residence. Central Health offers a 20% exemption on a principal residence primarily owned and occupied by an individual.
- **Revenue:** Sources of funds that finance the operations of government.
- **Structural Balance:** In governmental budgeting, a budget achieves structural balance if it supports financial sustainability for multiple years into the future through the matching of ongoing uses of funds to ongoing sources of funds and the maintenance of an appropriate reserve balance.
- **Tax Rate:** The amount of tax stated in terms of a unit of the tax base; in Texas, the tax rate is stated in terms of every \$100 of value.
- **TPA: Third Party Administrator:** an organization that processes claims for another entity.
- **Travis Central Appraisal District:** A special unit of government with the primary responsibility to develop an annual appraisal roll for use by taxing units in imposing ad valorem taxes on property in the district.
- **UC: Uncompensated Care:** hospital care that receives no reimbursement.
- **Voter-approval Tax Rate:** The tax rate that provides the taxing unit with approximately the same amount of revenue it spent in the previous year for day-to-day operations (Maintenance and Operations), plus an extra 8.0%.