



2024 ANNUAL REPORT

COMMUNITY MATTERS

Mark, Former Central Health
Respite Patient





Mural by local artist, Bill Tavis at the
Rosewood-Zaragosa Specialty Clinic

Our mission is to improve the health of our community by caring for those who need it most.

At the heart of our organization is a deep commitment to the idea of “People First.” We prioritize the well-being, development, and empowerment of our team members. This focus builds a culture of trust, collaboration, and support where all voices are heard, and every individual can contribute to their fullest potential.

Our diverse and talented workforce, which in many ways mirrors the communities we serve, ensures our care and services remain inclusive, compassionate, and responsive to community needs.

Through people-first leadership, operational excellence, and innovation, we align, enable, and improve—always placing our team members and the communities we serve at the center of our work. We are strongest when we come together as “one trunk, many branches,” unified in purpose while embracing the diverse perspectives that make us better.

Our people drive meaningful change and continuous improvement, ensuring that together, we make a lasting, positive impact on the health and well-being of Travis County residents—now and for generations to come.

We are strongest when we are
One Trunk, Many Branches

“I think this is the way we achieve... the fullest potential of our mission: be one trunk. The trunk must be connected to the branches through deep trust.”

Pat Lee, MD
President & CEO, Central Health



Scan to view the Central Health Strategic Plan.

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Evisleivys, Current MAP Member



OUR MISSION

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

Vision

Central Texas is a model healthy 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 health care 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.



REFLECTING ON OUR YEAR

To Our Community

Central Health understands that every life-changing moment in health care begins with trust.



As we mark the 20th anniversary of Central Health, we reflect on two decades of dedication to expanding access to high-quality care in Travis County. Every step of our journey has been guided by listening to our community to identify and address critical needs. Now, in the second year of our community-driven Central Health Strategic Plan, we are seeing the impact of our collaboration firsthand. The Central Health system, which includes CommUnityCare Health Centers and Sendero Health Plans, served more than 170,000 people in 2024. That's over 1 in 8 Travis County residents. But this isn't about numbers, it's about real people getting the care they deserve.

With specialty care wait times emerging as our community's most urgent concern, Central Health took a bold step beyond planning and funding health care—we became direct providers. With the launch of our own specialty clinics, we reduced wait times from months to days or weeks. Each shortened wait represents a grandmother diagnosed early, a veteran breathing easier, a parent managing diabetes before crisis strikes. Lives saved through timely care.

Yet there are many still left behind: neighbors sleeping under bridges, artists rationing medications, sons and daughters cycling through jails instead of clinics. These are not failures of spirit, but systemic gaps that we're working to fill through partnerships with devoted community organizations.

The Central Health system is part of a continuum of care that includes many passionate partners helping with medical and non-medical needs like housing, food, transportation, and counseling. With these partners, we meet people where they are: in shelters, on streets, and throughout Travis County—often in moments of crisis.

We partner with the Black Men's Health Clinic to tackle health disparities among men of color through targeted, culturally-responsive care. Working with Travis County and Austin, we've enhanced mental health services through Integral Care's Therapeutic Diversion Center, serving those facing homelessness, mental health issues, and incarceration.



“While poverty knows no borders, neither does hope. Every person deserves access to quality health care delivered with dignity and respect.”

Alan Schalscha, MD
Chief Medical Officer, Central Health

Our collaboration with HAAM (Health Alliance for Austin Musicians) is keeping Austin’s soul alive by healing its musicians. With ECHO (Ending Community Homelessness Coalition) and Integral Care, we’re caring for some of our most vulnerable neighbors to prevent premature deaths. This includes launching new medical respite services connecting unhoused patients to consistent care and our Bridge Program, providing specialty care for justice-involved individuals—like one patient who avoided amputation thanks to early intervention.

These successes didn’t happen by chance. They required trust, leadership, and strong partnerships with Travis County residents, our board of managers, County Commissioners, community health leaders,

and other organizations. With our partners and the dedication of frontline teams, we are reimagining what a health system can be.

The journey ahead is steep, but the path is clear. We will keep listening to the people behind the statistics. We will keep turning “we should” into “we did.” And we will keep earning your trust by working diligently to build a world-class health system for everyone in our community.

With gratitude,
Ann & Pat

Ann Kitchen, JD
Board Chair

Pat Lee, MD
President & CEO

CLOSING THE GAPS

Specialty Care

Ultrasound services provided by
Jessica at the Rosewood-Zaragosa
Specialty Clinic





Offering the Care Our Community Needs

In the last year, Central Health has made significant strides to address critical specialty health care gaps for low-income Travis County residents. This includes the rapid expansion of services to offer 16 diverse specialties at the Central Health East Austin, Capital Plaza, and newly opened Rosewood-Zaragosa Specialty Clinics, with plans to quickly ramp up to more than 25,000 annual visits at Rosewood-Zaragosa alone. This represents a significant shift in our approach, moving from primarily funding care through partners to providing direct care, thereby filling critical gaps in the local health care system.

This rapid expansion is part of the Central Health Strategic Plan, an ambitious \$800 million, seven-year initiative aimed at reducing stark health disparities in Travis County. The plan addresses the urgent need for 375 specialty care physicians identified in the 2022 Community Health Needs Assessment.

The service expansion's impact on patients has been immediate and profound. Wait times for specialty care have been drastically reduced from months or even a year to weeks or same-day appointments. This improved access is crucial for the safety-net population, who have higher rates of chronic conditions and a life expectancy up to 15 years lower than in affluent neighborhoods.

SPECIALTY SERVICES IN 2024

6,012

Total direct practice encounters

2,125

Total direct practice patients

TOP FIVE SERVICE LINES by number of encounters

1. Gastroenterology: 1,448
2. Podiatry: 1,395
3. Pulmonology: 1,026
4. Dietitian: 342
5. Nephrology: 327

“I couldn’t walk.
Life wasn’t
100%... now I’m
starting to walk.”

Danielle
Podiatry Patient



Scan to watch
Danielle’s story.

EXPANDING SUPPORT SERVICES

Respite Care

DeiAndre, Former Respite Patient



Caring for Our Most Vulnerable

The Central Health Medical Respite Program provides recently discharged hospital patients with low incomes a place to recover and receive crucial care. The program includes a team of nurses, medical assistants, and community health workers to provide medical oversight. Patients requiring respite are often experiencing homelessness and are severely ill or recovering from complex conditions such as cancer, infections, or heart failure. Without this vital respite service, patients are frequently re-admitted to the hospital due to otherwise preventable complications. Such adverse health outcomes have a cascading effect, contributing to chronic homelessness and creating additional risk for a population that is already one of the most vulnerable.

To address this issue, Central Health expanded the program to 25 beds in 2024, with plans to increase that number to 50 in the coming year. Additionally, as of 2024, the Central Health Medical Respite Program has provided crucial recovery care to 197 patients.

Medical respite reduces the strain on the local hospital system and provides continuity of care, helping those recovering avoid the additional trauma of healing on the street. Beyond recovery, respite also entails vital wraparound services, including assistance with benefits enrollment, obtaining identification documents, and linking patients with needed social resources.

PROGRAM EXPANSION

25

Beds in 2024

50

Beds planned for 2025

197

Patients have received care as of 2024



GREG'S STORY

"The first thing he said soon as he got his eyesight back, he was very surprised to see that he had sunspots on his arms, because he had never seen those before..."

Monick
Administrative Supervisor



Scan to watch
Greg's story.

IMPROVING THE HEALTH OF OUR COMMUNITY

Health Care for the Homeless

Linda, MAP Sr. Eligibility Specialist, helps with appointment applications



Breaking Barriers to Access

A fundamental goal of the community-driven, long-term Central Health Strategic Plan is addressing the homelessness crisis. In 2024, 11,225 people experiencing homelessness were enrolled in Central Health coverage plans, including MAP (Medical Access Program), MAP Basic, and CHAP (Central Health Assistance Program). Tackling homelessness is not an isolated endeavor—we work diligently with community partners to ensure there is broad access to quality health services for people experiencing homelessness in Travis County.

Community health workers are out on the streets, walking our communities, and connecting unhoused residents with resources to reduce barriers to access. Collaborative efforts between Central Health and the CommUnityCare street medicine team offer on-site services to individuals experiencing homelessness. These include

preventive, acute, and specialty care, as well as wraparound services such as transportation assistance and integrated psychiatry. Our transitions of care team helps support patient transitions through case management, education, medication, and benefits, while individuals with more complex care needs are supported by medical respite and skilled nursing facilities.

Central Health also contracts residential rooming services, linking unhoused individuals with safe places to recover from injury or illness. Strategic community partnerships, such as the Permanent Supportive Housing Health Care Collaborative, which comprises nearly 20 community-based organizations including the Ending Community Homelessness Coalition and Integral Care, are creating new care models for our homeless community.

KEVIN'S STORY



“I’ve been living my life this way for so long... but this was different because I literally was physically unable to walk.”

Kevin
Travis County Resident



Scan to watch
Kevin's story.

ROOTED IN LOVE AND PURPOSE

People & Culture



Members of the Central
Health Care Delivery team





“Empowering people with care.”

Dr. Hemali Patel
Provider, Central Health

People and Culture

Central Health is building a better health care system, focused on people who deserve an opportunity to get the best possible care. We achieve this by working together, to create meaningful connections and improve health care access. Ensuring opportunities is also a fundamental part of our work culture, enshrined in workforce advocacy and our commitment to cultivating a supportive and inclusive work environment to empower all team members to thrive. The Diversity, Equity, Inclusion & Belonging Council — comprised of volunteer staff from across the Central Health system — shapes and promotes initiatives that ensure all team members feel valued, respected, and empowered.

2024 was a transformative year that embodied the Central Health culture of care. While cross-functional teams implemented

rapid service expansion to meet the urgent need in our communities, we also refocused on a lean operational mindset and strengthened workforce development. The Central Health Medical Assistant Apprenticeship Program, a partnership with Austin Community College, helped 24 graduates become Certified Medical Assistants. This program had a wildly successful first year, with a 90% certification rate across three cohorts. By training medical assistants familiar with local needs, Central Health enhances its ability to serve Austin’s diverse communities.

Through dedication to continuous improvement, Central Health is breaking down silos and reducing fragmentation to create better patient outcomes, more affordable services, and an integrated continuum of care.

HUMANITARIAN OF THE YEAR

The Travis County Medical Society named Central Health physician Dr. Hemali Patel the 2024 Humanitarian of the Year for her dedication to improving health care access and outcomes for vulnerable populations. Dr. Patel played a key role in establishing the Central Health Transitions of Care Program, which ensures crucial coordination of care for patients transitioning between hospitals, skilled nursing facilities, outpatient services, and other care.

In Dr. Patel’s words, “When you see the difference you make in someone’s life—even if it takes a year or two—it is such a profound moment.”



Scan to read
Dr. Patel’s story.

ALIGNING OUR IDENTITY

Unifying Our System

Jojo, Patient & Member Experience Coordinator



Three Entities, One System

Last year marked the 20th anniversary of Central Health. It also marked the year the collective Central Health system—Central Health, CommUnityCare Health Centers, and Sendero Health Plans—united under one brand. The rebranding serves to showcase our system’s shared history and mission, to clarify the relationship between the organizations, and to reinforce the emphasis on providing accessible, inclusive, and integrated care for those who need us most.

By presenting our interconnected entities within one cohesive brand identity, we can empower patients with a sense of support and reassurance, while enhancing the effectiveness of our care delivery network.

The teal color palette symbolizes the Central Health system’s values of trust, healing, and warmth. This refreshed visual representation of solidarity is not the only way our system is encouraging alignment—it’s also reflected in our operations.

Last year, Sendero and Central Health implemented measures to allow for smoother processing of claims and patient enrollment, as Sendero more than tripled its enrollments over the previous year. CommUnityCare began providing clinical services at the new Central Health Hornsby Bend Health & Wellness Center. The Central Health system also studied and aligned pay scales across all its entities to foster a continued commitment to equity among team members.

“Trust is the cornerstone of [our] system, and it is essential that we strengthen our bonds... within our system and with our community.”

Pat Lee, MD
President & CEO, Central Health

ROOTED IN UNITY



The new system brand is anchored by a shared logo featuring a “C” and an “H.” The “C” stands for “central,” “community,” and “care.” The “H” stands for “health.” Additionally, the logo features the internationally-recognized health care cross, symbolizing unity, compassion, and care.



Scan here to read
about our rebrand.

JAIL & INMATE HEALTH

Justice-Involved Health



Dr. Vessell,
Central Health Provider

Care for Those at the Margins

Caring for those who need it most is at the heart of the Central Health mission. That care exists on a continuum—across primary and specialty care, in the clinics, on the streets, and in correctional institutions. Incarcerated individuals face unique barriers to accessing care, and Central Health is working with community partners to address the needs of this often-overlooked population. In June of 2024, Central Health implemented new specialty care lines for the Justice-Involved Health Program. With support from the Travis County Sheriff's Office, this program provides specialty medical services to Travis County inmates, with the overall goal of providing better health outcomes for the jailed population.

This partnership ensures continuity of care, as the medical staff at the Travis County jail provides primary care and basic medical services, coordinating with Justice-Involved Health for referrals to specialty care.

Justice-Involved Health began with podiatry, quickly expanding to include supportive and palliative care, infectious disease, nephrology, and cardiology. Additionally, Central Health has increased its partnership with correctional facilities to offer inmates navigation services and enrollment in the MAP and MAP Basic to provide vital health coverage.

Robert Lilly is a Travis County resident who spent more than 20 years in the jailed population. He is now a criminal justice organizer who empowers men in Central Texas to understand topics like re-entry from systems of incarceration and recovery support. Having pursued a positive health outcome at the Black Men's Health Clinic following his release from jail, Lilly advocates for those currently inside the jail system to seek health care early. "We all need somebody," he said.

"[Justice-Involved Health] is a great example of how we don't just rehabilitate patients due to past choices, but improve their life, too."

Dr. Vessell
Central Health Provider

ROBERT'S STORY



After being released from prison, Robert "Brother Rob" Lilly turned his life around with help from the Black Men's Health Clinic. Though struggling with prediabetes and lacking insurance, the Black Men's Health Clinic helped him enroll in MAP, gaining access to health coverage. The Black Men's Health Clinic addresses health care gaps for men of color and promotes trust between doctors and their patients. Brother Rob now advocates for men taking ownership of their health and learning to rely on the community for support.



Scan to read
the full story.

COMMUNITY COLLABORATION

Board & Community Support





“We focus on
the entire family.”

Michael Lofton
African American Youth Harvest Foundation

Care Starts with Listening

The voices of our community guide our work. The Central Health Strategic Plan, the “North Star,” directs our mission to close health care gaps in Travis County. The plan is a direct result of feedback from community engagement, which asked a diverse cross-section of county residents to share their concerns to ensure our planning met the community’s needs. Thanks to community input and leadership from our Board of Managers, we’ve worked to overcome issues such as wait times and language barriers and have opened 16 new specialty and diagnostic service lines. Unanimous approval by the Travis County Commissioners Court in finalizing the Central Health FY 2025 budget sets the stage for continued success and sustained momentum, allowing us to better serve our communities in the years to come.

Listening isn’t the only way we collaborate with our community. In 2024, Central Health built upon our successful partnerships with underrepresented communities through organizations such as the African American Youth Harvest Foundation, Trauma Recovery Center, Hungry Hill, HAAM, and the Black Men’s Health Clinic. The Black Men’s Health Clinic offers community members a place to receive care from someone who can relate to their lived experience, which studies have shown can foster greater patient trust and yield improved outcomes in care. Central Health provides one full-time health worker to the Black Men’s Health Clinic, and patients are directed to the Central Health system navigation services for enrollment, care coordination, and wraparound care.

PARTNER STORY

Founded by Michael Lofton, the African American Youth Harvest Foundation has served Travis County since 2007. It offers services including STEM classes, workforce assistance, and mental health counseling.

In 2023, the organization established the Harvest Trauma Recovery Center, a program offering behavioral health resources to survivors of violent crimes and traumatic events. It also helps low-income residents enroll in MAP and other coverage programs. Central Health patients can also go to the African American Youth Harvest Foundation to obtain nearly 20 co-located support services.



Scan to read
the full story.

By the Numbers

To better fulfill our mission in 2024, Central Health expanded its network of specialty care providers, built capacity for medical respite and skilled nursing care, and improved eligibility and health coverage enrollment services.

Access to coverage

58,646

Uninsured Travis County residents with incomes at or below the federal poverty level (\$15,940 for an individual, \$32,120 for a family of four) received health coverage through the Central Health Medical Access Program (MAP). **+12.7%** since 2023.

91,831

Uninsured Travis County residents received coverage through MAP Basic, a Central Health program with essential primary care and prescription services covered for low-income residents who earn too much to qualify for MAP. **+20.3%** since 2023.

2,671

Received insurance premium assistance from Central Health. **+30%** since 2023.

24,537

Online applications submitted. **+9.1%** since 2023.

96,123

Enrollment assistance calls taken at the Central Health Call Center. **+14%** since 2023.

64,905

Total applications processed. **+12.8%** since 2023.

Our patients

171,374 people served in 2024.
+10.1% since 2023.

Our care

677,226 primary care visits provided through the Central Health broad network of health care partners.
+10.5% since 2023.

Our network

In 2024, the Central Health system had **255** provider locations, including community health centers, hospitals, specialists, dentists, and urgent care providers.

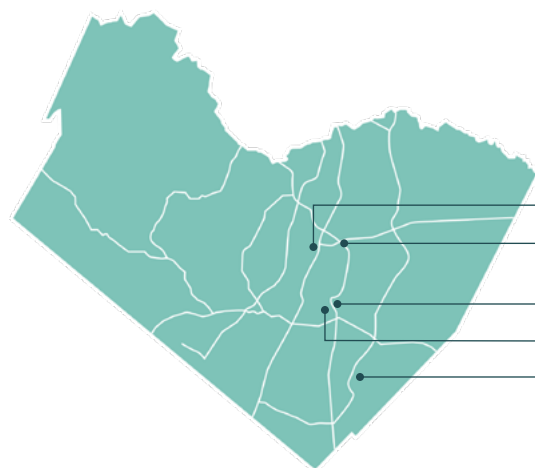
Our growth

In 2024, the Central Health provider network increased by **3.2%**. **16** new specialty service lines were added.

Looking Ahead

The Travis County Commissioners Court unanimously approved the Central Health budget for 2025. The budget includes more than \$58 million in new strategic investments for health care delivery and organizational capacity-building to:

- Increase collaboration with Travis County to expand inmate health services, diversion, and MAP enrollment.
- Open new care sites at Cameron Centre and Colony Park.
- Expand specialty health services at Rosewood-Zaragosa, with the goal of increasing patient volume sixfold.
- Develop the Central Health Hancock Campus for phased opening in 2026.
- Develop a medical respite care hub at the Central Health Downtown Campus (formerly Children's Hospital/Clinical Education Center).
- Build on our partnership with Integral Care to expand outpatient and psychiatric emergency services.
- Expand treatment for substance use, including Medication Assisted Therapy.
- Establish clinic-based and mobile Bridge Program teams to provide ongoing care to patients who lack stable housing.
- Increase post-acute services through Transitions of Care in skilled nursing facilities.
- Expand staffing at the Patient Navigation Center to manage increased service volume.
- Reduce food insecurity through additional contributions to the Community Health Initiatives Fund.
- Enhance electronic medical records, data analysis, and reporting.



Central Health at Hancock, System Administration and Health Center. Opening 2026.
Central Health Capital Plaza Specialty Clinic. Opened 2024.

Central Health Rosewood-Zaragosa Specialty Clinic. Opened 2024.
Central Health East Austin Specialty Clinic. Opened 2024.
Central Health Del Valle Health & Wellness Center. Opening 2025.

TRAVIS COUNTY HEALTH CARE DISTRICT DBA CENTRAL HEALTH

Statements of Net Position; September 30, 2024

	PRIMARY GOVERNMENT		COMPONENT UNITS	
	Business-type Activities	CommUnityCare	Sendero (Dec. 31, 2023)	Community Care Collaborative
ASSETS				
Current assets:				
Cash and cash equivalents	\$ 12,557,698	\$ 6,570,922	\$ 18,028,307	\$ 75
Cash restricted for Local Provider Participation Fund (Note 16)	25,936	-	-	-
Short-term investments	562,419,964	15,739,424	3,315,940	-
Ad valorem taxes receivable, net of allowance for uncollectible taxes of \$4,242,926	3,061,178	-	-	-
Accounts receivable, net of allowance for doubtful amounts of \$10,883,137	-	20,355,245	-	-
Accounts receivable	-	-	4,416,322	-
Risk adjustments receivable	-	-	55,573,400	-
Premium receivable, net	-	-	6,763	-
Reinsurance recoverables	-	-	6,204,530	-
Grants receivable	-	3,168,727	-	-
Lease receivable	164,664	-	-	-
Other receivables	35,854,710	-	-	83,962
Inventory	-	1,021,424	-	-
Prepaid expenses and other assets	2,454,927	1,195,772	636,021	-
Total current assets	616,539,077	48,051,514	88,181,283	84,037
Noncurrent assets:				
Investments restricted for capital acquisition	43,502,791	-	-	-
Investments restricted for Local Provider Participation Fund (Note 16)	2,688,871	-	-	-
Investments restricted for facilities	126,008,081	-	-	-
Long-term receivables	4,000,000	-	-	-
Investment in Sendero	83,000,000	-	-	-
Sendero surplus debenture	37,083,000	-	-	-
Lease receivable	237,669,419	-	-	-
Goodwill	-	17,849,487	-	-
Capital assets:				
Land	28,846,314	-	-	-
Right to use leased assets - land	42,921,307	-	-	-
Capital projects in progress	29,532,645	-	-	-
Buildings and improvements	89,228,483	7,209,831	-	-
Right to use leased assets - buildings	4,458,531	8,285,511	637,344	-
Equipment and furniture	20,449,974	5,420,695	38,215	-
Subscription-based IT assets	12,513,675	-	-	-
Less accumulated depreciation and amortization	(47,209,187)	(2,245,028)	(284,136)	-
Total capital assets, net	180,741,742	18,671,009	391,423	-
Total noncurrent assets	714,693,904	36,520,496	391,423	-
Total assets	1,331,232,981	84,572,010	88,572,706	84,037
LIABILITIES AND DEFERRED INFLOWS OF RESOURCES				
Current liabilities:				
Accounts payable	18,206,372	3,847,122	2,391,129	-
Unpaid losses, loss adjustment expenses and risk adjustment payable	-	-	9,882,880	-
Claims payable	-	-	455,145	-
Premium deficiency reserve	-	-	680,000	-
Funds held under reinsurance agreements	-	-	40,995,920	-
Medical loss ratio rebate	-	-	8,127,108	-
Salaries and benefits payable	8,874,727	8,050,878	-	-
Accrued interest	2,678,195	-	-	-
Other accrued liabilities	19,054,996	1,544,140	2,908,603	82,500
Bonds and certificates of obligations payable	8,035,000	-	-	-
Premium tax payable	-	-	-	-
Lease payable	1,446,931	2,227,889	262,685	-
Subscription-based IT payable	2,916,722	-	-	-
Unearned revenue	-	1,417,047	851,678	-
Surplus debenture	-	-	37,083,000	-
Seller note payable	-	2,888,081	-	-
Due to Central Health	-	5,316,119	1,037,642	-
Total current liabilities	61,212,943	25,291,276	104,675,790	82,500

	PRIMARY GOVERNMENT		COMPONENT UNITS	
	Business-type Activities	CommUnityCare	Sendero (Dec. 31, 2023)	Community Care Collaborative
LIABILITIES AND DEFERRED INFLOWS OF RESOURCES (CONT.)				
Noncurrent liabilities:				
Bonds and certificates of obligations payable	\$ 160,206,685	\$ -	\$ -	\$ -
Due to Local Provider Participation Fund (Note 16)	2,714,806	-	-	-
Lease payable	43,974,353	6,149,643	142,748	-
Subscription-based IT payable	5,548,160	-	-	-
Due to Central Health	-	4,000,000	-	-
Total noncurrent liabilities	212,444,004	10,149,643	142,748	-
Total liabilities	273,656,947	35,440,919	104,818,538	82,500
Deferred inflows of resources:				
Leases	228,071,187	-	-	-
Total liabilities and deferred inflows of resources	501,728,134	35,440,919	104,818,538	82,500
NET POSITION				
Net investment in capital assets	84,621,972	-	-	-
Restricted for capital acquisition and facilities	43,502,791	-	-	-
Restricted for opioid remediation efforts	4,664,833	-	-	-
Restricted for HMO	-	-	83,000,000	-
Unrestricted	696,715,251	49,131,091	(99,245,832)	1,537
Total net position	829,504,847	49,131,091	(16,245,832)	1,537

Statements of Revenues, Expenses, and Changes in Net Position; September 30, 2024

	PRIMARY GOVERNMENT		COMPONENT UNITS	
	Business-type Activities	CommUnityCare	Sendero (Dec. 31, 2023)	Community Care Collaborative
OPERATING REVENUES				
Lease revenue	\$ 17,057,617	\$ -	\$ -	\$ -
Ground sublease revenue	2,356,885	-	-	-
Net patient service revenue	-	187,788,553	-	-
Premium revenue, net	-	-	43,873,690	-
Grant revenue	-	27,910,266	-	-
Foundation grant revenue	-	1,157,665	-	-
Revenue received from Central Health	-	16,706,608	-	-
Revenue received from Seton Affiliation	-	399,735	-	-
Total operating revenues	19,414,502	233,962,827	43,873,690	-
OPERATING EXPENSES				
Health care delivery	199,697,169	-	-	-
Program services	-	201,113,311	-	-
Medical expenses, net of reinsurance	-	-	42,828,767	-
Supporting services	-	40,947,945	-	-
Administration	22,078,920	-	4,107,211	-
Salaries and benefits	-	-	4,036,491	-
Outsourced services	-	-	4,045,579	-
UT Affiliation	35,000,000	-	-	-
Depreciation and amortization	10,165,960	-	-	-
Total operating expenses	266,942,049	242,061,256	55,018,048	-
Operating income (loss)	(247,527,547)	(8,098,429)	(11,144,358)	-
NONOPERATING REVENUE (EXPENSES)				
Ad valorem tax revenue	314,645,483	-	-	-
Tax assessment and collection expense	(2,484,080)	-	-	-
Tobacco settlement revenue, net	5,194,413	-	-	-
Opioid settlement revenue	4,664,833	-	-	-
Investment income	44,394,284	-	-	-
Interest expense	(8,719,908)	-	-	-
Loss on sale of capital assets	(92,435)	-	-	-
Capital contribution	-	-	12,000,000	-
Other revenue, net	112,771	1,388,874	487,979	1,537
Total nonoperating revenues, net	357,715,361	1,388,874	12,487,979	1,537
Change in net position	110,187,814	(6,709,555)	1,343,621	1,537
Total net position - beginning of year	719,317,033	55,840,646	(17,589,453)	-
Total net position - end of year	829,504,847	49,131,091	(16,245,832)	1,537

UNITED BY OUR MISSION

Senior Leadership

Central Health Board of Managers



Ann Kitchen
Chairperson



Cynthia Brinson, MD
Vice-Chairperson



**Maram Museitif,
DrPH, MPH, CPH**
Treasurer



Manuel Martin, MD
Secretary



Shannon Jones, MPA
Manager



**Eliza May,
MSSW, MLSW**
Manager



Amit Motwani
Manager



Cynthia Valadez
Manager



Guadalupe Zamora, MD
Manager

Central Health Executive Leadership Team



Pat Lee, MD
President & CEO



Perla Cavazos
Chief Governance &
Government Affairs Officer



Jonathan Morgan
Chief Operating
Officer



Ted Burton
Chief Communications
Officer



John F. Clark
Chief Information
Officer



Monica Crowley
VP, Chief Strategy and Planning
Officer & Sr. Counsel



Jeff Knodel
Chief Financial Officer



Stephanie McDonald
VP of Enterprise Alignment
and Coordination



Alan Schalscha, MD
Chief Medical Officer



Jeannie Virden
Enterprise Chief Human
Resources Officer



Kim Heinonen
Chief Transformation
Officer

View above the Central Health East Austin specialty clinic, facing downtown.

“If you live east of IH 35, your average life expectancy can be 10–15 years less than for someone living on the west side of the county. Health disparities like that don’t occur naturally; they’re the consequence of undervaluing and underinvesting in the health of people on the east side—usually communities of color. Our mission and mandate at Central Health are to support optimal good health for everyone in Travis County, regardless of their identity or address.”

Pat Lee, MD
CEO, Central Health



CENTRAL HEALTH