



CENTRAL HEALTH



The University of Texas at Austin
Dell Medical School

Community Benefit Report — 2015 —

How public support of the Dell Medical School
is transforming health care in Travis County

September 17, 2015

By Patricia Young Brown, *President and CEO, Central Health*; and
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Promises Made, Promises Kept

When Travis County residents voted in 2012 to increase Central Health's property tax rate to support health care transformation and the creation of a medical school at The University of Texas at Austin, they did so with the assurance that the additional funds would be used to tangibly improve the health and wellness of Travis County's most vulnerable residents.

Today, Travis County residents are witnessing the realization of this commitment with the creation of the Dell Medical School. Austin's first medical school is possible only because of the voters' commitment, and it represents a historic milestone for health care

in Central Texas. Central Health and the Dell Medical School are creating a vital, inclusive health ecosystem across the region by transforming the way health care is delivered for low income and uninsured residents of Travis County. Through this collaboration, our entire community is poised to get healthy and stay healthy for generations to come.

The medical school is being supported in part by a \$35 million annual payment from the Community Care Collaborative (CCC)—a nonprofit formed by Central Health and Seton Healthcare Family with the mission of leveraging public and private funds to improve health care delivery in Travis County.



The Dell Medical School takes shape north of downtown Austin

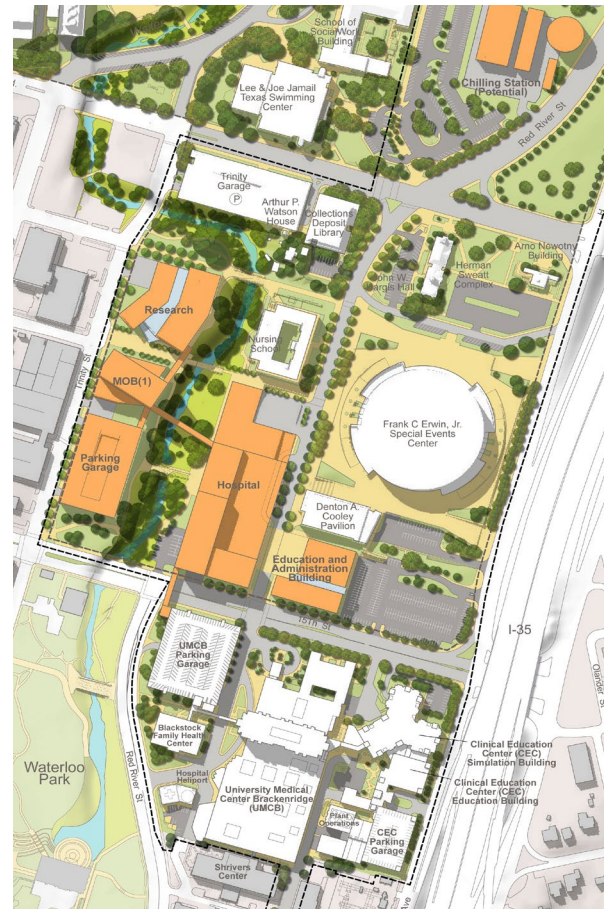
By providing funding to the Dell Medical School today, Central Health is honoring voters' wishes by making a long-term investment in the health of all Travis County residents, leveraging collaboration and innovation to create real value and benefit across the community.

In its first year of this support, pursuant to the affiliation agreement between Central Health, the CCC and The University of Texas at Austin, the Dell Medical School spent just over \$6 million on permitted investments primarily involving newly hired faculty and staff compensation and associated recruiting efforts. With the continued growth in faculty and staff who will initiate and lead innovative programs such as the ones described in this report, it is anticipated the annual costs of permitted investments will exceed the annual \$35 million CCC payment in approximately two years. It is anticipated that unexpended funds from the annual CCC payment will accumulate during the initial start-up years of the Dell Medical School. It is expected that those accumulated unexpended funds will be fully expended within four years. As a result, other sources of support, including from the UT System, the State of Texas, Seton Healthcare Family and philanthropy, will be increasingly important in funding the permitted investments.

The partnership with the medical school will provide a return to taxpayers by:

- Measurably improving health outcomes through innovative health care delivery models that serve the at-risk population and the community at large.
- Ensuring Central Texas is able to train doctors locally to serve the region's growing population.
- Placing faculty, medical residents and medical students in direct contact with the county's low-income and uninsured patients in hospital, specialty care and community clinic settings, thereby furthering the mission of Central Health.
- Recruiting top-tier faculty members to Austin who will instruct medical students and practitioners on cutting-edge health treatments.

Creating new assets, including the Dell Seton Medical Center at The University of Texas—the research and teaching hospital site for the faculty, medical residents and students of the Dell Medical School, the LIVESTRONG Cancer Institutes and the Design



Phase 1 plan (in orange) for The University of Texas at Austin medical district

Institute for Health—all to improve person-centered care in Austin and create a model for the nation.

In these ways and others, the Dell Medical School is an essential partner in Central Health's mission to provide health care services to the vulnerable populations who need them most in Travis County. In July 2016, the Dell Medical School opens the doors to its inaugural class of medical students, and preparations for their arrival are well underway. On June 29, The University of Texas at Austin announced the Dell Medical School received its preliminary accreditation, allowing it to begin recruiting students. In the first week alone, UT Austin received more than 1,000 applications for the 50 available seats.

A Long Term Investment in the Health of Our Community

The medical school is actively recruiting faculty members from among the nation's premier teaching institutions and hospitals and bringing them to Austin. They will lay the groundwork for the Dell Medical School's courses and community outreach programs. A four-year medical school curriculum has already been adopted which requires substantial student interaction with patients in the safety net community.

Leaders in academic medicine are taking notice and saying the creation of the Dell Medical School demonstrates a "new playbook" for medical education in Texas and the U.S. By starting from scratch, the school has the opportunity to "rethink everything." Rather than continue with obsolete and wasteful models of care, our community has created a groundbreaking institution to help redesign health care and create a model healthy community.



Dell Medical School students will engage patients at Central Health-sponsored clinics

Impacting the Community: Community Health Center Connectivity

To assure benefit to the men, women and families we serve, Central Health established an affiliation agreement with the medical school requiring faculty, medical residents and medical students to serve and provide care to low-income and uninsured residents.

The Dell Medical School will send more than half of its students in their second and third years of medical school to train in Central Health-sponsored clinics, such as CommUnityCare's Southeast and North Central health centers. The Dell Medical School is also negotiating additional agreements to place more medical students in health care facilities where vulnerable Travis County residents go for care.

As part of their experience in these community-based settings, medical students will engage in “longitudinal” programs where they monitor patients navigating the health care system. This will give medical students broader insight in preventative care and the management of chronic health issues—as well as a better understanding of how to improve health and health care for vulnerable populations.

Already, the Dell Medical School and CommUnity-Care are engaged in the active recruitment of a chief medical officer for CommUnityCare. The chief medical officer of the federally qualified health center will also serve as an assistant dean at the medical school. This joint appointment directly connects academic medicine to the population Central Health serves.

Specialty Care: the Right Care, at the Right Time, in the Right Place

Access to specialty care—in areas such as cardiology, neurology and orthopedics—is a critical issue for those in the local safety net health care system. When the wait to see a specialist is too long, patients have little choice but to seek costly care in emergency room settings when minor complications arise.

The Dell Medical School helps address this challenge by establishing a new pipeline of medical students, medical residents and faculty physicians to treat patients. Medical school department chairs are already working to redesign how this care is provided and ensure patients are receiving the best care in the right settings—an essential step to reducing wait times. For instance, Dr. Kevin Bozic, the inaugural chair of Surgery and Perioperative Care at the Dell Medical School, has started helping change the ways patients with orthopedic conditions are treated at Central Health-sponsored community clinics. Dr. Bozic’s initiative will increase the training and resources available to primary care providers, reducing unnecessary referrals to specialists while also ensuring that patients with more minor conditions receive quicker access to care.

The additional specialist services, along with work to redesign the way those services are accessed, represent just a sample of the many returns the community has received, and Central Health has secured, on its investment in the Dell Medical School.

Addressing Mental Health Disparities

Many other benefits of the Dell Medical School are already being felt beyond the grounds of the burgeon-



Rendering of the Dell Medical School

ing campus. In June, construction crews broke ground on the Sandra Joy Anderson Community Health and Wellness Center, a new community health clinic and mental health research facility located on the campus of Huston-Tillotson University, a historically black institution in East-Central Austin. Scheduled to open next year, the facility will be supported in part by Dell Medical School faculty, medical residents and students. The center received financial support for construction from Central Health and will host facilities managed by CommUnityCare and Austin Travis County Integral Care. Dr. William Lawson, Associate Dean of Health Disparities at the Dell Medical School and a joint-faculty appointment with Huston-Tillotson, will oversee efforts at the center to help address mental health disparities in East Austin and throughout the community, while also working with Travis County officials on ways to improve care, and reduce taxpayers' costs for that care, among the jail population.

The Sandra Joy Anderson Community Health and Wellness Center demonstrates what can be achieved when many sectors share the responsibility to address health disparities.

Building a New Generation of Leaders

The medical school is committed to increasing the number of residency slots available to medical school graduates entering their final phase of training. The Dell Medical School expects to have nearly 300 residency slots available in the Austin area soon—almost double the amount available in 2009. Doctors tend to practice where they train, so by increasing the number of residencies in Austin, the Dell Medical School will help expand the pool of doctors that serve our growing and aging population in Travis County.

The Dell Medical School is also working with local public schools to help develop future generations of medical practitioners. In July and August, the Dell Medical School hosted its first Health Sciences Summer Camps for Austin Independent School District high school and middle school students. These free, week-long camps offered students hands-on learning experiences in classroom and clinical settings.

Innovations in Local Health Care

Gregory L. Fenves, President of The University of Texas at Austin, recently discussed the transformational opportunity represented by the Dell Medical School, the first medical school in nearly 50 years to be designed and built from the ground up at an Association of American Universities-member top-tier research campus:



Dr. William Lawson



June groundbreaking of the Sandra Joy Anderson Community Health and Wellness Center at Huston-Tillotson University

“This bold endeavor combines the intellectual resources of a top research university with unfettered thinking that allows us to examine every assumption about medical education and health care itself,” he said. “It will be a huge boon to our community and the people of Travis County.”

In line with this vision, Dell Medical School and the UT Austin College of Fine Arts have created the Design Institute for Health—a center for creating and applying innovative solutions to challenges in health and the health care system. The Design Institute will draw on partnerships on campus and with stakeholders such as Central Health, Seton and the Community Care Collaborative, as well as extensive community outreach and engagement, to improve health and health care delivery in every part of Travis County.

Renowned leaders in design thinking and health care innovation have been recruited to lead the Design Institute. Stacey Chang, the former managing director of healthcare practice at IDEO, the global design and innovation firm, serves as the Design Institute’s executive director. The Design Institute’s managing director, Beto Lopez, was IDEO’s global lead of systems design.

Much of the Design Institute’s work will focus on identifying, designing and implementing improvements in how health care is provided to low-income and vulnerable populations. As a key Dell Medical School partner, Central Health expects to see many of these innovations introduced into the community that both entities serve.

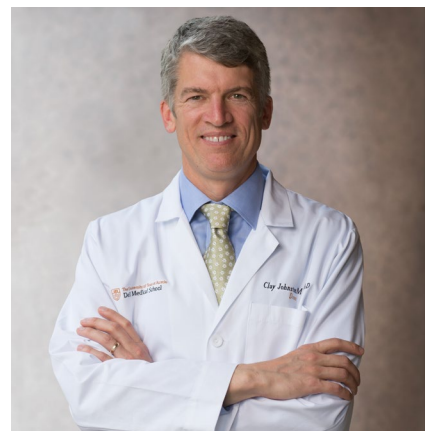
Excellence in Leadership

A world-class medical school requires world-class talent to lead it. The Dell Medical School has already begun recruiting executive leadership and physicians from some of the nation’s top research institutions and teaching hospitals. Many of these faculty members also will provide hands-on medical care to Central Health’s patient population, helping to fulfill the medical school’s mission to improve health and health care for Travis County’s safety-net population.

In addition to individuals mentioned elsewhere in this report, faculty members already on staff include:

- **S. Claiborne “Clay” Johnston, MD, PhD**

In March 2014, Dr. Johnston was named the inaugural Dean of the Dell Medical School at the University of Texas at Austin. Dr. Johnston—a neurologist specializing in stroke care and research—came to Austin from



Dr. S. Claiborne “Clay” Johnston

the University of California, San Francisco, where he most recently served as Associate Vice Chancellor for Research, Director of the Clinical and Translational Science Institute, and founder of the UCSF Center for Healthcare Value. Dr. Johnston has stated that his goals for the Dell Medical School include building innovative models of health care delivery to help make Austin a model health city. Dr. Johnston holds degrees from Amherst College, Harvard Medical School and the University of California, Berkeley.

- **Sue Cox, MD**

Dr. Cox is Executive Vice Dean of Academics and Chair of Medical Education at the Dell Medical School. She is also the President of the Alliance for Clinical Education and previously worked with the UT Southwestern Medical School for 23 years, most recently as UT Southwestern Regional Dean of Austin Programs. Dr. Cox's expanding interest in education has led to significant scholarly activities in pursuit of excellence in education. She is a past President of the Association of Professors in Gynecology and Obstetrics (APGO) and past President of the UT System Academy of Health Science Education.



Dr. Sue Cox

- **Maninder “Mini” Kahlon, PhD**

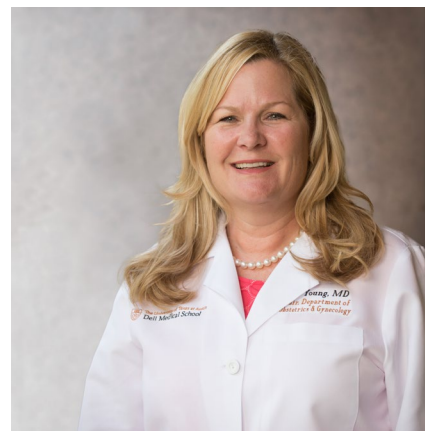
Dr. Kahlon is Vice Dean for Strategy & Partnerships at The University of Texas Dell Medical School. In this key role, she builds the ecosystem of partners needed to achieve the school's transformative goals for medicine and health. Prior to joining the medical school, she was Executive Director and Chief Information Officer for the Clinical and Translational Science Institute at the University of California, San Francisco. She also is a neuroscientist and brings management experience from Silicon Valley startups working on award-winning software and technologies, as well as the philanthropic social change sector working to improve education.



Dr. Maninder “Mini” Kahlon

- **Amy Young, MD**

Dr. Young is Chair of the Dell Medical School's Department of Women's Health and a professor of Obstetrics and Gynecology. Dr. Young has led OB/GYN programs at major medical facilities across the country—including Ben Taub Hospital in Houston and, most recently, the LSU Health Sciences Center in New Orleans. Dr. Young is already steering local efforts to integrate Obstetrics clinical and inpatient care within CommUnityCare and Seton facilities. Dr. Young holds degrees from Vanderbilt University and the University of Mississippi.



Dr. Amy Young

- **Kevin J. Bozic, MD, MBA**

Dr. Bozic serves as Chair of Surgery and Perioperative Care at the Dell Medical School. Dr. Bozic has extensive clinical and research experience as a faculty member at the University of California, San Francisco. He also has led regional and national health policy initiatives for the University of California and Harvard Business School, among others. He holds degrees from UCSF, Duke University and Harvard.

- **Steven Abrams, MD**

Dr. Abrams is Chair of the Department of Pediatrics at the Dell Medical School. A practicing neonatologist, he came to Austin from Texas Children's Hospital in Houston. Dr. Abrams also held senior teaching and leadership positions at the Baylor College of Medicine. Dedicated to issues affecting children's health, Dr. Abrams has led several clinical and research programs focusing on improving the growth and development of children. He holds numerous positions on national pediatric and nutritional councils, and advises governments on food programs. Dr. Abrams holds degrees from the Massachusetts Institute of Technology and the Ohio State University College of Medicine.

These physicians and leaders demonstrate the talent and experience that is coming to Austin to lead the Dell Medical School. These and other faculty will provide cutting-edge instruction in classrooms, demonstrate the best hands-on patient care to Travis County's next generation of doctors, and—through their work in the community—revolutionize the way the people of Travis County get healthy and stay healthy.



Dr. Kevin J. Bozic



Dr. Steven Abrams

Visions, Missions, Values



CENTRAL HEALTH

Our Vision

Central Texas is a model healthy community

Our Mission

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

Our Values

Central Health will achieve excellence through:

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

Innovation—We create solutions to improve health care access.

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

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



The University of Texas at Austin
Dell Medical School

Our Vision

A vital, inclusive health ecosystem

- *Vital*: Vigorous, animated, full of life and energy, dynamic.
- *Inclusive*: Open to everyone.
- *Ecosystem*: The complex of a community and its environment functioning as a system.

Our Mission

Revolutionize how people get and stay healthy by:

- *Educating leaders* who transform health care;
- *Evolving new models* of person-centered, multi-disciplinary care that reward value;
- *Advancing innovation* from discovery to outcomes;
- *Improving health* in our community as a model for the nation; and
- *Redesigning* the academic health environment to better serve society.

