

The ASH Brain Health System Redesign Steering Committee Charter

Vision

The ASH Brain Health System Redesign will modernize neuropsychiatric care into an innovative, person-centered facility and associated continuum of care that addresses social, environmental, and clinical aspects of brain health to transform the delivery and quality of care for Central and Southeast Texas, regardless people's ability to pay.

Introduction and Context.

Texans deserve the best brain health care in the world. To provide this care, Texas must create state-of-the-art neuropsychiatric facilities and programs to anchor the research, training and service delivery necessary to meet this goal. To do this, we also must leverage investments made in our leading medical institutions and academic medical centers by engaging them toward brain health improvements. Likewise, investments in our state psychiatric hospital system must be leveraged to optimize outcomes and serve as a catalyst for meeting the goals of the Statewide Behavioral Health Strategic Plan. The recent legislative session emphatically supported this vision with substantial funding to the Texas Health and Human Services Commission (HHSC) to initiate these improvements, including a transformation of the Austin State Hospital (ASH) campus into the ASH Brain Health System (ABHS) The ASH campus will serve as a hub providing a modern continuum of mental health care throughout the ASH catchment area. HHSC has contracted with Dell Medical School (DMS) to lead this effort. The first step toward achieving this goal is to create a Steering Committee of stakeholders to lead the ASH Brain Health System Redesign. This Charter defines the membership and functions of this Steering Committee.

Core Principles for the ASH Brain Health System (ABHS) Redesign.

In both preplanning and planning the Steering Committee is committed to seven core principles.

1. Patients come first – the ABHS will strive to provide the right care at the right time in the right place regardless of a person's ability to pay;
2. The ABHS will employ and extend the best current evidence-based models for care;
3. The ASH Campus will be a hub of brain health care innovation and delivery that anchors service innovation and improvement across the catchment area, serving as a model for Texas and beyond;
4. The ABHS will collaborate among academic, public and private partners;
5. The ABHS will supplant over-reliance on jails, hospitals and emergency departments as the leading mental health care providers in Texas by bringing the best available, most appropriate level of care to each person served within a contemporary care continuum;
6. The ABHS will create programs and facilities in which the level of overhead costs accurately reflects the acuity of care provided (e.g., highest for intensive care, lowest for prevention).

7. The ABHS care continuum will optimize the overall spending on mental health across the catchment area and increase access within the all-cost operational budget of the current ASH program (i.e., provide more effective care to more people) by redistributing funding to more cost-effective care venues and by gaining operational efficiencies through integration with academic and private partners.

Steering Committee responsibilities.

The Steering Committee's primary responsibility is to create an actionable Master Plan in order to establish the ASH Brain Health System based on the ASH campus and reaching out to support and deliver modern, comprehensive brain health care to the entire catchment area. In so doing, the plan will identify opportunities for integration among public (state, county and city), private and academic entities to achieve this ambitious goal. With that deliverable in mind, the Steering Committee has several responsibilities that include:

- Develop clear vision, mission, goals and strategy for the ABHS.
- Develop a planning process and create a planning budget.
- Develop and maintain a timeline toward the next biennial budget session.
- Describe the current mental health care environment within the ASH catchment area.
- Design novel care delivery models.
- Define how this plan will improve the operational costs and allocation of resources.
- Develop a campaign to vet the vision and obtain ongoing community input.
- Identify and engage critical stakeholders and partners, establishing commitments to a broad array of public, private and academic partnerships.
- Create architectural/engineering schematic design of campus to support new models.
- Develop a budget for ABHS construction.
- Identify operational costs and financial support for new program models.
- Present high-level plan and cost estimates to HSSC by December 30, 2018.
- Present Master Plan and Schematic Design to HHSC by August 31, 2019

Steering Committee Membership.

The composition of the Committee has been defined with HHSC and includes:

- Health Related Institution (DMS; Committee Chair): Stephen M. Strakowski, MD
- HHSC: Timothy Bray (State Hospitals) and Sonja Gaines (Behavioral Health)
- Local Mental Health Authority: Urban-David Evans (Austin Travis County Integral Care) and Non-urban- Andrea Richardson (Bluebonnet Trails Community Services)
- Travis County Healthcare District: Michael Geeslin
- University of Texas Design Institute for Health: Beto López
- University of Texas System, Office of Health Affairs: David Lakey, MD

- Texas Hospital Association: Sara González
- Texas Organization of Rural and Community Hospitals: Scott Briner
- Law enforcement: Dennis Wilson
- Peer/Family representation: Karen Ranus
- *Ex Officio* Members: James Baker (Integral Care & DMS), Sandy Guzman (Senate District 14), Octavio Martinez, MD (Hogg Foundation), David Rea (University of Texas), Martin Harris (DMS) and Lisa Owens (Central Health).

Steering Committee member specific roles and responsibilities.

Health Related Institution: DMS Associate Vice President, Regional Mental Health and Chair of Psychiatry Stephen M. Strakowski, MD. Dr. Strakowski will serve as the group's convener and leader and as such is responsible for the completion of the preplanning and planning projects. He will develop the planning budget and be responsible for contracting with HHSC. He will chair meetings, set meeting agendas and be responsible for overseeing the project and authoring the Master Plan. He will hire and manage planning staff. He will also be responsible for integrating relevant academic institutions, including but not necessarily limited to the University of Texas System, into planning and leadership structure of the new ABHS. He will lead identification of content experts and consultants as needed and will serve as the primary interface with those organizations.

HHSC: Associate Commissioner, State Operated Facilities Tim Bray & Associate Commissioner for Behavioral Health Sonja Gaines. HHSC is charged with managing the state hospitals and state-funded mental health care delivery. As Associate Commissioner, Mr. Bray is responsible for Texas' state hospitals, as well as other related health care delivery services. Ms. Gaines oversees the delivery and integration of statewide behavioral services. They will ensure that planning is consistent with HHSC processes, goals, strategies and regulations. They will guide development of operational plans that fit within the state's health care structure. Finally, they will identify opportunities to migrate results from this planning into the broader Texas state mental health system structure. By Legislation, HHSC is responsible for the delivery of the Master Plan to the LLB and Governor and overseeing expenditures.

Local Mental Health Authorities (LMHAs): Travis County LMHA (Integral Care) CEO David L. Evans (urban) & Blue Bonnet Trails Community Services Executive Director Andrea Richardson (non-urban). LMHAs are expected to provide many of the ambulatory services that will originate from the newly designed Texas Brain Health Center and care continuum, including those on the campus itself serving Travis County. In Travis County, Mr. Evans will integrate relevant existing Integral Care working teams into the planning effort that include substance use services, children services, crisis services ("Psychiatric Services Stakeholders Committee") and jail-based care alternatives. Similar to Integral Care's Role in Travis County, Blue Bonnet Trails provides diverse behavioral health services to Bastrop, Burnet, Caldwell, Fayette, Lee, Williamson, Guadalupe and Gonzales counties. Ms. Richardson will advise the group on rural county needs and specific barriers and opportunities for how an Austin-based hub can reach into its predominantly rural catchment area to integrate with LMHA services. Together, they will serve as the primary liaisons with other LMHAs and the Texas Council that provide services within the ASH catchment area.

Travis County Healthcare District (Central Health): Chief Executive Officer Michael Geeslin. Central Health is the local governmental entity responsible for creating access to healthcare for Travis County residents who are low-income and uninsured. CEO Michael Geeslin will integrate ABHS planning with Central Health's larger strategic goals and existing integrated care delivery system development, including local ongoing planning through the Psychiatric Services Stakeholders Committee. He will serve as the primary liaison with other county government health care officials located in the ASH catchment area.

University of Texas Design Institute for Health – Beto López. The Design Institute for Health (DIH) is a collaboration between Dell Medical School and the UT College of Fine Arts. DIH was established to apply creative, design-based approaches to health care challenges and then rapidly integrating those approaches into medical education and community health programs. The Managing Director, Beto López, will bring innovative design approaches into the ABHS project as well as oversee development of an ABHS campaign to foster community and stakeholder engagement in this innovation.

Univ. of Texas System, Vice Chancellor for Health Affairs – David Lakey, MD. Dr. Lakey is Vice Chancellor for Health Affairs and Chief Medical Officer for the University of Texas System. In this role, he will bring population health-based principles into the project, as well as identify and foster opportunities to create integration with academic centers throughout the catchment area. He will serve as the primary contact point for this project with the UT System and their Board of Regents. Finally, since he served as Commissioner of the Texas DSHS until 2015, he brings additional support working with legislators throughout the state to advance mental health needs for Texas.

Texas Hospital Association (THA): Sara González and Texas Organization of Rural and Community Hospitals: Scott Briner. A major component of improving brain health care delivery is to be able to provide both outpatient and inpatient care as close to where it is needed as possible. Consequently, partnerships across the ASH catchment area with private and community hospitals will be necessary to provide this support. Sarah González, Vice President of Advocacy and Public Policy at THA and Scott Briner, CEO of the Sweeny Community Hospital District will serve as liaisons within hospitals and health systems serving the ASH catchment area. They will help to identify opportunities and establish relationships with hospital partners to assist with locating behavioral brain services as close to the people who need them as possible.

Law enforcement: Sheriff Dennis Wilson, Limestone County. Law enforcement is often the primary interface with people suffering from brain health conditions and the primary provider of care in Texas. Sheriff Wilson from Limestone County will provide input and consideration in the design process to managing the healthcare and law enforcement interface to optimize resource utilization and the support of ill individuals. Sheriff Wilson will also serve as the primary liaison to the law enforcement community across the ASH Catchment area.

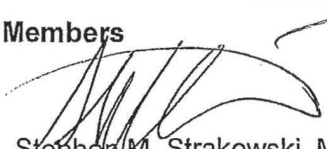
Peer/family representation: Karen Ranus, Executive Director, NAMI Austin. In order to optimize how people receive brain health care, it is critical to understand the consumer perspective on how care is delivered. Ms. Ranus leads the Austin Chapter of the National Alliance for the Mentally Ill (NAMI) and will serve to provide key input into designing all aspects of the care delivery model, especially peer-support (NAMI's special expertise). She will also serve as a liaison to the other peer-support organizations within the region to ensure robust consumer input into the new care models.

Ex Officio members - James Baker MD, Sandy Guzman, Octavio Martinez MD, David Rea, Martin Harris, MD and Lisa Owens. Several individuals were identified to serve as *ex officio* members in recognition of their significant expertise and commitment to mental health service redesign in Texas. Dr. Baker is Associate Chair of Clinical Integration for the DMS Department of Psychiatry and is also Integral Care's Systems Chief Medical Officer. In this unique role, he leads the integration of academic and public mental health programming to create innovative solution to mental health care delivery processes. Sandy Guzman is Senator Watson's Legislative Director (Senate District 14) and a major source of the current vision; she will also liaison with Senator Watson throughout the process as well as staff for other legislators responsible for the ASH Catchment area. Octavio Martinez, MD CEO of the Hogg Foundation will provide significant analytic support to this project as well as provide opportunities for this project to integrate with other significant mental health opportunities across the state. David Rea is Associate Vice President for Campus Planning and Project Management at the University of Texas; he will lead the procurement processes and oversight for creating the architectural schematic design. Martin Harris, MD is Associate Vice President and Chief Business Officer for Dell Medical School. He will ensure strong support for this project from Dell Medical School, as well as expertise in the financing and delivery of health care services. Finally, Ms. Owens is Deputy CFO at Central Health; in this role, she has been primarily responsible for driving mental health care improvements, in close collaboration with Integral Care and other critical regional stakeholders, throughout Travis County. These individuals bring critical history and experience to the planning process.


Service Commitment.

In forming this Steering Committee, we have created a strong team to move this ambitious project forward. The signatures at the end of the document indicated each member's commitment to their role and responsibilities for the duration of this planning process (i.e., through 8/30/2019). If for whatever reason, a member is not able to complete this commitment (e.g., employment change, illness), then Dr. Strakowski will identify a replacement with a similar set of expertise to complete the preplanning and planning processes with assistance from and a majority vote of the remaining members.

Members




Stephen M. Strakowski, MD



Tim Bray

Sonja Gaines



David Evans



Andrea Richardson



Mike Geeslin

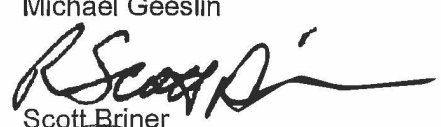
Michael Geeslin



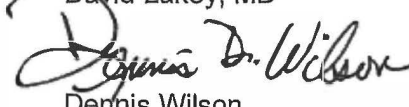
David Lakey, MD



Sara González



Scott Briner



Dennis Wilson



Karen Ranus



Beto Lopez

Ex-Officio Members



James Baker, MD



Sandy Guzman



Octavio Martinez, MD



Lisa Owens



David Rea



Katherine Jones



Martin Harris



The University of Texas at Austin Dell Medical School

May 1, 2018

ATTN: Amanda Flores
Health and Human Services Commission
4900 N. Lamar Blvd.
Austin, Texas 78751

ATTN: S. Claiborne Johnston, MD and Stephen Strakowski, MD
The University of Texas at Austin Dell Medical School
1501 Red River Road
Austin, Texas 78705

RE: Role as Design Consultant on ASH Brain Health System Redesign Steering Committee

Dear Drs. Johnston and Strakowski and Ms. Flores:

I have reviewed the Interagency Cooperation Contract (“Contract”, Contract No. HHS000097000001) between The Health and Human Services Commission (“HHSC”) and The University of Texas at Austin (“UT Austin”) related to UT Austin providing HHSC with a mental health plan that defines the vision for the replacement of Austin State Hospital. Pursuant to the Contract, UT Austin agrees to develop this mental health plan in collaboration with a steering committee (“Steering Committee”) comprised of leaders from various stakeholders, serving in designated roles.

In my capacity as the Managing Director of UT Austin’s Design Institute for Health, I have been asked and agree to serve the role of the Design Consultant on the Steering Committee. I have previously signed the ASH Brain Health System Redesign Steering Committee Charter and committed to accepting the roles and responsibilities set forth therein. In addition, I also commit to providing the following responsibilities, which are specifically expressed in the Contract for the Design Consultant to fulfill:

- Participate in stakeholder and community input sessions to assist in capturing feedback and communicating emerging design concepts for the pre-planning and planning stages of the facility design;
- Collaborate with the facility design team, HHSC Facility Support Services Staff, architects, engineers and other staff or consultants on pre-planning and planning stages of the facility design to advance innovative healthcare facility concepts; and

- Participate in the advisement of the final work product of the facility design team by providing expertise in the application of innovative healthcare facility design in the proposed plans.

I understand that I am only able to serve as the Steering Committee's Design Consultant and fulfill the above-mentioned responsibilities to the extent it is consistent with my role as an employee of UT Austin. In the event I am unable to complete my commitment, Dr. Strakowski will be promptly notified so that a suitable replacement can be selected.

Very truly yours,

A handwritten signature in black ink, appearing to read "Beto Lopez", with a stylized flourish at the end.

Beto Lopez
Managing Director,
UT Design Institute for Health

Cc: Stacey Chang


**The ASH Brain Health System Redesign
Steering Committee Charter
AMENDMENT**

- I. Ex Officio members** section of the Steering Committee Charter is deleted in entirety and replaced with the following:

Ex Officio members – James Baker MD, Sandy Guzman, Octavio Martinez MD, David Rea, Martin Harris MD, Lisa Owens, and Katherine Jones. Several individuals were identified to serve as *ex officio* members in recognition of their significant expertise and commitment to mental health service redesign in Texas. Dr. Baker is Associate Chair of Clinical Integration for the DMS Department of Psychiatry and is also Integral Care’s Systems Chief Medical Officer. In this unique role, he leads the integration of academic and public mental health programming to create innovative solution to mental health care delivery processes. Sandy Guzman is Senator Watson’s Legislative Director (Senate District 14) and a major source of the current vision; she will also liaison with Senator Watson throughout the process as well as staff for other legislators responsible for the ASH Catchment area. Octavio Martinez, MD CEO of the Hogg Foundation will provide significant analytic support to this project as well as provide opportunities for this project to integrate with other significant mental health opportunities across the state. David Rea is Associate Vice President for Campus Planning and Project Management at the University of Texas; he will lead the procurement processes and oversight for creating the architectural schematic design. Martin Harris, MD is Associate Vice President and Chief Business Officer for Dell Medical School. He will ensure strong support for this project from Dell Medical School, as well as expertise in the financing and delivery of health care services. Ms. Owens is Deputy CFO at Central Health; in this role, she has been primarily responsible for driving mental health care improvements, in close collaboration with Integral Care and other critical regional stakeholders, throughout Travis County. Finally, Ms. Jones of the Design Institute for Health, DMS has a background in strategy, branding and communications. She will lead the Communications Subcommittee and lead the communication strategy to engage stakeholder engagement throughout the ASH catchment. These individuals bring critical history and experience to the planning process.

- II.** This Amendment is effective as of the signature date listed below.
III. All statements mentioned in originally signed Steering Committee Charter, signed March 9, 2018 remain in full effect.
IV. Any future changes to the Steering Committee Charter will be written in agreement by Steering Committee.

Steering Committee Chair

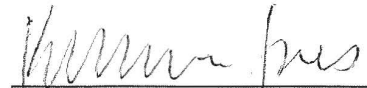


Signature
Steve Strakowski, MD
Associate VP Regional Mental Health
Psychiatry Department
Dell Medical School

6.7.2018

Date of Execution

Ex Officio Member



Signature
Katherine Jones
Director of Strategy and Missions
Design Institute for Health
Dell Medical School

6/7/2018

Date of Execution



The University of Texas at Austin Dell Medical School

June 29, 2018

ATTN: Amanda Flores
Health and Human Services Commission
4900 N. Lamar Blvd.
Austin, Texas 78751

ATTN: S. Claiborne Johnston, MD
The University of Texas at Austin Dell Medical School
1501 Red River Road
Austin, Texas 78705

RE: Role as Architectural Design Consultant on ASH Brain Health System Redesign
Steering Committee

Dear Dr. Johnston and Ms. Flores:

I have reviewed the Interagency Cooperation Contract (“Contract”, Contract No. HHS000097000001) between The Health and Human Services Commission (“HHSC”) and The University of Texas at Austin (“UT Austin”) related to UT Austin providing HHSC with a mental health plan that defines the vision for the replacement of Austin State Hospital. Pursuant to the Contract, UT Austin agrees to develop this mental health plan in collaboration with a steering committee (“Steering Committee”) comprised of leaders from various stakeholders, serving in designated roles.

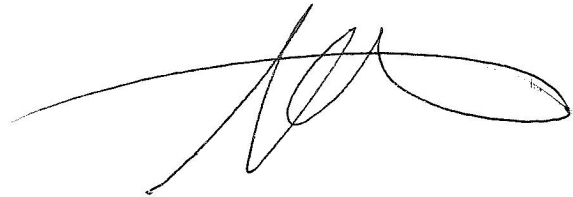
In my capacity as Dell Medical School’s Associate Vice President, Regional Mental Health Professor and Chair, I have been asked and agree to serve the role of the Architectural Design Consultant on the Steering Committee. I have previously signed the ASH Brain Health System Redesign Steering Committee Charter and committed to accepting the roles and responsibilities set forth therein. In addition, I also commit to providing the following responsibilities, which are specifically expressed in the Contract for the Architectural Design Consultant to fulfill:

- Serve as the primary consultant to the Steering Committee on issues, best practices and economics related to facility architectural design and construction;
- Actively participate in stakeholder and community input sessions designed to obtain feedback on all stages of the facility design;
- Manage and oversee the work and final work product of the facility design team, ensuring incorporation of stakeholder and community input, research and best practices, and design elements that promote patient, staff and visitor safety;

- Coordinate with the facility design team, HHSC Facility Support Services Staff, Steering Committee Design Consultant member, architects, engineers and other staff or consultants on all stages of the facility design plan development; and
- Submit to the Steering Committee proposed drawings and designs with supporting documentation that describe the patient and staff benefits, best practices, and stakeholder input used to develop the design.

I understand that I am only able to serve as the Steering Committee's Architectural Design Consultant and fulfill the above-mentioned responsibilities to the extent it is consistent with my role as an employee of UT Austin. In the event I am unable to complete my commitment, the Steering Committee will be promptly notified so that a suitable replacement can be selected.

Very truly yours,

A handwritten signature in black ink, appearing to read 'S. Strakowski', with a long horizontal flourish extending to the right.

Steve Strakowski, MD
Associate Vice President, Regional Mental
Health Professor and Chair

Cc: S. Claiborne Johnston, MD


**The ASH Brain Health System Redesign
Steering Committee Charter
AMENDMENT**

V. **Ex Officio members** section of the Steering Committee Charter is deleted in entirety and replaced with the following:

Ex Officio members – James Baker MD, Sandy Guzman, Octavio Martinez MD, David Rea, Martin Harris MD, Lisa Owens, Katherine Jones, and Jason Johnson. Several individuals were identified to serve as *ex officio* members in recognition of their significant expertise and commitment to mental health service redesign in Texas. Dr. Baker is Associate Chair of Clinical Integration for the DMS Department of Psychiatry and is also Integral Care’s Systems Chief Medical Officer. In this unique role, he leads the integration of academic and public mental health programming to create innovative solution to mental health care delivery processes. Sandy Guzman is Senator Watson’s Legislative Director (Senate District 14) and a major source of the current vision; she will also liaison with Senator Watson throughout the process as well as staff for other legislators responsible for the ASH Catchment area. Octavio Martinez, MD CEO of the Hogg Foundation will provide significant analytic support to this project as well as provide opportunities for this project to integrate with other significant mental health opportunities across the state. David Rea is Associate Vice President for Campus Planning and Project Management at the University of Texas; he will lead the procurement processes and oversight for creating the architectural schematic design. Martin Harris, MD is Associate Vice President and Chief Business Officer for Dell Medical School. He will ensure strong support for this project from Dell Medical School, as well as expertise in the financing and delivery of health care services. Ms. Owens is Deputy CFO at Central Health; in this role, she has been primarily responsible for driving mental health care improvements, in close collaboration with Integral Care and other critical regional stakeholders, throughout Travis County. Ms. Jones of the Design Institute for Health, DMS has a background in strategy, branding and communications. She will lead the Communications Subcommittee and lead the communication strategy to engage stakeholder engagement throughout the ASH catchment. Finally, Mr. Johnson, Director of Peer Support for Hill Country MHDDC provides a peer perspective to the team. Mr. Johnson, delivers insights through his lived experiences and knowledge of the current mental health system as a recipient and a care giver. These individuals bring critical history and experience to the planning process.

- VI.** This Amendment is effective as of the signature date listed below.
- VII.** All statements mentioned in originally signed Steering Committee Charter, signed March 9, 2018 remain in full effect.
- VIII.** Any future changes to the Steering Committee Charter will be written in agreement by Steering Committee.

Steering Committee Chair

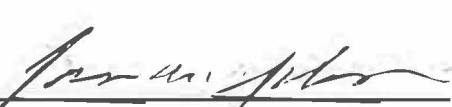


Signature
Steve Strakowski, MD
Associate VP Regional Mental Health
Psychiatry Department
Dell Medical School

8.16.2018

Date of Execution

Ex Officio Member



Signature
Jason Johnson
Director of Peer Support
Hill Country MHDDC

8-21-18

Date of Execution