

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 so, we must also 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 85th 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). As a result of the 86th legislative session, funding was received to begin construction of the new 240-bed Austin State Hospital. The ASH campus will serve as a platform to provide a modern continuum of mental health care throughout the ASH service area. Health and Human Services Commission will continue to contract with Dell Medical School (Dell Med) to lead this effort. The established Steering Committee from pre-planning will continue to serve to lead the planning and construction phases of ASH Brain Health System Redesign. This Charter defines the membership and functions of this Steering Committee as we move into the next phase of planning.

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

In construction phases of planning, the Steering Committee is committed to seven core principles.

1. People 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 platform of brain health care innovation and delivery that anchors service innovation and improvement across the service 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 leading mental health care providers in Texas by bringing the best, 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 per person).
7. The ABHS care continuum will optimize the overall spending on mental health across the service 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 responsibilities are to support the Master Plan created in pre-planning by developing actionable recommendations in order to establish the continuum of care based on the ASH campus and reaching out to the service 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 and maintain clear vision, mission, goals and strategy for the ABHS.
- Develop and maintain a planning process.
- Develop and maintain a timeline toward the next biennial budget session.
- Continue to examine the changing mental health care environment within the ASH service 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.
- Maintain the budget for ABHS construction.
- Identify operational costs and financial support for new program models.

Steering Committee Membership.

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

- Health Related Institution (Dell Med; Committee Chair): Stephen M. Strakowski, MD
- HHSC: Timothy Bray (State Hospitals), Robert Dole, (Statewide Behavioral Services)
- Local Mental Health Authority: Urban-David Evans (Integral Care) and Non-urban-Andrea Richardson (Bluebonnet Trails Community Services)
- Travis County Healthcare District: Michael Geeslin
- University of Texas Design Institute for Health: Diana Siebenaler,
- University of Texas System, Office of Health Affairs: David Lakey, MD
- Texas Hospital Association: Sara Gonzalez
- Law enforcement: Dennis Wilson
- Peer/Family representation: Karen Ranus
- *Ex Officio* Members: Sandy Guzman (Austin Area Research Organization), Octavio Martinez, MD (Hogg Foundation), Lisa Owens (Central Health), Jason Johnson (Hill Country MHDDC), Sherley Spears (Cultural Consultant).
- *Staff: Sydney Harris (Director, Mental Health Care Redesign).*

Steering Committee member specific roles and responsibilities

Health Related Institution: Dell Med Associate Vice President, Regional Mental Health and Vice Dean of Research Stephen M. Strakowski, MD. Dr. Strakowski will serve as the group's leader and as such is responsible for the completion of the planning. He will oversee 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 recommendations from the Steering Committee and work groups. 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 & Robert Dole, LCSW-S, Deputy Associate Commissioner, System Integration, Intellectual and

Developmental Disabilities and Behavioral Health Services. 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. Mr. Dole's role is to support continued integration between the state hospital systems and the statewide behavioral health 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 new hospital to the LBB and Governor and overseeing expenditures.

Local Mental Health Authorities (LMHAs): Travis County LMHA (Integral Care) CEO David L. Evans (urban) & Bluebonnet 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 ABHS 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 and jail-based care alternatives. Similar to Integral Care's role in Travis County, Bluebonnet Trails Community Services 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 platform can reach into its predominantly rural service 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 service 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 service area.

University of Texas Design Institute for Health – Director of Partnerships and Network Strategy: Diana Siebenaler. The Design Institute for Health is a collaboration between Dell Medical School and the UT College of Fine Arts. The Design Institute was established to apply person-centered, design-based approaches to health care challenges and then integrate new design concepts into the communities we serve. Diana Siebenaler will bring innovative design thinking skills, an understanding of evidence-based design principles, and a deep empathy for brain health into the ABHS project. She will share person-centered integrated approaches to care that optimize for the best patient and family experience at Austin State Hospital. In addition, she will support the communication strategy for stakeholder engagement throughout the ASH service area.

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 service area. He will serve as the primary contact point for this project with the UT System and their Board of Regents, as well as integrating efforts with TCHATT and CPAN. 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 Gonzalez 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 service area with private and community hospitals will be necessary to provide this support. Sarah Gonzalez, Vice President of Advocacy and Public Policy at THA will serve as liaison within hospitals and health systems serving the ASH service area. Ms. Gonzalez 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 individuals with mental illness. Sheriff Wilson will also serve as the primary liaison to the law enforcement community across the ASH service 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 person's 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 - Sandy Guzman, Octavio Martinez MD, Lisa Owens, Jason Johnson, and Sherley Spears. 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. Sandy Guzman is the Executive Director of Austin Area Research Organization and previously Senator Watson's Legislative Director (Senate District 14) and a major source of the vision. 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. Lisa 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. Jason 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. Finally, Sherley Spears, is a cultural consultant working with the hospital changes HHSC is implementing. In her role, Ms. Spears will focus on the cultural aspects of ASH and focus on meaningful ways to share the history of ASH. These individuals bring critical history and experience to the planning process.


Service Commitment


In forming this Steering Committee, we created a strong team to continue to move forward this ambitious project. The signatures at the end of the document indicate each member's commitment to their role and responsibilities for the duration of this planning process (i.e., through June 2023). 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, planning and construction phases with assistance from and a majority vote of the remaining members.


Members


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Steve Strakowski, MD

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Tim Bray


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Robert Dole


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David Evans

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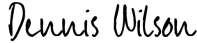
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Diana Siebenaler

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Ex-Officio Members

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Octavio Martínez, MD

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Sherley Spears