STATE OF TENNESSEE
DEPARTMENT OF HEALTH
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BILL LEE
GOVERNOR

MORGAN McDONALD, MD, FACP, FAAP
COMMISSIONER

August 15, 2022

Mr. Alan Levine
Chairman, President and Chief Executive Officer
Ballad Health
303 Med Tech Parkway, Suite 300
Johnson City, TN 37604

RE: Proposed Population Health Process measures for FY23

Mr. Levine,

This letter is in response to Ballad Health's ("Ballad's") FY23 process measures contained in the attached document titled *Population Health – FY23 Proposed Process Evaluation Measures* ("Process Measures") submitted to the Tennessee Department of Health ("TDH") on June 17, 2022.

Pursuant to the now Third Amended and Restated Terms of Certification, dated July 1, 2022 ("TOC") Ballad's Population Health Sub-Index score for Year 3, (for the period from July 1, 2022, through June 30, 2023,) will be calculated with 25% weighted to Population Health Investment- and 75% weighted to Achievement of Process Measures identified in the Population Health Plan and augmentation of the Population Health Plan.

I have considered your proposed Process Measures and discussed the population health plans with TDH staff and the COPA Monitor, and I find that the Process Measures are a reasonable approach. **Therefore, I approve the Process Measures for purposes of calculating the FY23 scoring.**

TDH is pleased with the thoughtful initiatives Ballad has undertaken directly or funded in the region to support population health improvement. Ballad's success is imperative to the residents of Northeast Tennessee and Southwest Virginia, and we want to do our part to help make that success possible.

Please let my staff know if you have any additional questions or need further clarification.

Sincerely,

Morgan McDonald, MD, FACP, FAAP
Commissioner

Attachment: <u>Population Health – FY23 Proposed Process Evaluation Measures</u>

cc: The Honorable Colin M. Greene, MD, MPH
       State Health Commissioner
       Virginia Department of Health

       Andrew Wampler, Acting General Counsel
       Ballad Health

       Marvin Eichorn, EVP, Chief Administrative Officer
       Ballad Health

       Karen Guske, COPA Compliance Officer
       Ballad Health

       Erik Bodin, Office of Licensure and Certification
       Virginia Department of Health

       Kevin Meyer
       COPA Analyst, Virginia Department of Health

       Allyson Tysinger
       Virginia Senior Assistant Attorney General

       Larry Fitzgerald
       COPA Monitor

       Janet M. Kleinfelter, Deputy Attorney General
       State of Tennessee

       Jim Mathis, COPA Director
       Tennessee Department of Health

       Judi Knecht, COPA Assistant Director
       Tennessee Department of Health

       Claire C. Haltom
       Baker Donelson PC

Population Health -
FY23 Proposed Process Evaluation Measures

Strategy #1: Develop Population Health Infrastructure within the Health System and the Community

Initiative	Key Action Steps & Dates	KPIs & Targets
Continue and build population health infrastructure	• Maintain current staffing and operations • Evaluate needs for growth	• Maintain 10 carryover positions
Expand social care integration/system care management through needs referral platform, Community Partner Referral Network and social care/care management workforce	• Build Universal Social Screening (USS) questions inside Epic • Hire social care navigators • Train teams and develop workflows for use of USS • Expand # of UniteUs community organizations	• 4 facilities activated
Advance and maintain mPINC	• Develop mPINC system guidebook • Distribute guidebook to all L&D leaders • Conduct listening sessions post CDC survey with L&D	• Guidebook produced and distributed
Continue to serve and expand STRONG ACC backbone services	• Communicate Ballad's ACC activation plan across system • Continue to fund ACC Executive Director and 1 support staff • Hire additional support staff • Provide operational funding to ACC	• Produce communication checklist and complete communications
Build a comprehensive contraceptive health strategy, special focus on vulnerable populations	• Assess current contraceptive health activities/programs internally and with community partners • Use results to build strategic plan • Socialize plan internally and externally for input and buy-in	• Produce tactical activation report
Expand our population health data capacity and capability including Epic's Healthy Planet and Compass Rose	• Begin using Healthy Planet for social care integration/care management • Hire a pop health data manager and additional data analyst • Coordinate with new Chief Analytics Officer to add pop health data capacity	• Operational guideline report completed with analytics department

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Strategy #2: Position Ballad Health as a Community Health Improvement Organization

Initiative	Key Action Steps & Dates	KPIs & Targets
Expand STRONG Pregnancies and STRONG Starts	• Add new pediatric STRONG Starts sites • Launch STRONG support groups • Increase enrollment in STRONG Pregnancies • Increase enrollment in STRONG Starts	• Add 3 sites
Expand Appalachian Highlands Care Network	• Add sites to network • Add FTEs to support expansion and increased enrollment • Increase enrollment	• Add 10 new sites
Expand STRONG LINK (longitudinal study)	• Increase study enrollment • Add enrollment sites	• Add 4 enrollment sites
Expand Cessation services	• Add Cessation Counselors • Expand population to adults in BHMA • Develop provider continuing medical education module (CME) for cessation best practice • Launch provider CME	• CME launched
Expand early prenatal care services	• Add additional referral partners • Train an additional Early Prenatal Care (EPC) Navigator	• Training completed

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Strategy #3: Enable Community Resources and Sound Health Policy

Initiative	Key Action Steps & Dates	KPIs & Targets
Strengthen community action through Ballad Health and community-based program investments	• Conduct current site evaluations for potential continuation and/or increased funding • Identify additional promising and best practices	• RFPs issued and organizational partners evaluated
Expand mobile services to at-risk women and disparate groups	• Launch new mobile health unit • Expand mobile services with free clinics and other partners	• First women served
Support Ballad Health efforts on prevention, early detection and intervention aimed at reducing leading causes of mortality and morbidity	• Launch prevention, early detection/treatment campaigns and/or establish new external partnerships • Launch process improvement initiatives directed at decreasing mortality and morbidity	• Develop one improved process each in heart, cancer, and trauma programs
Expand Faith Community Nursing	• Expand Virginia footprint • Expand number of faith-based sites • Integrate Universal Social Screener into program	• Universal Social Screener integrated into program

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