



**STATE OF TENNESSEE
DEPARTMENT OF HEALTH**

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COMMISSIONER

July 5, 2023

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

RE: Ballad Health's ("Ballad") Proposed FY24 Population Health Process measures

Mr. Levine,

This letter is in response to Ballad Health's ("Ballad's") FY24 process measures contained in the attached document titled *Population Health – FY24 Process Evaluation Measures* ("Process Measures") submitted to the Tennessee Department of Health ("TDH") on June 19, 2023.

Pursuant to Exhibit D to the now Fourth Amended and Restated Terms of Certification, dated July 1, 2023 ("TOC") Ballad's Population Health Sub-Index score for Year 4, (for the period from July 1, 2023 through June 30, 2024,) will be calculated with 25% weighted to Investment - Population Health Investment and 75% weighted to Achievement of Process Measures identified in the Population Health Plan and augmentation of the Population Health Plan.

You initially submitted proposed measures and have provided additional information to TDH staff in response to our request. In addition, you have revised proposed measures in certain ways so that the Process Measures reflect your final proposal. 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 FY24 scoring.**

TDH commends 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.

Mr. Alan Levine, President & Chief Executive Officer
Ballad Health
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Please let my staff know if you have any additional questions or need further clarification.

Sincerely,



Ralph Alvarado, MD, FACP
Commissioner

Attachment: Population Health – FY24 Proposed Process Evaluation Measures

cc: Julie Bennett, Chief Legal Officer
Ballad Health

Marvin Eichorn, EVP, Chief Administrative Officer
Ballad Health

Karen Seiden, COPA Compliance Officer
Ballad Health

Karen Shelton, MD, Commissioner
Virginia Department of Health

Joe Hilbert, Deputy Commissioner for Governmental and regulatory Affairs
Virginia Department of Health

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Jim Mathis, COPA Director
Tennessee Department of Health

Judi Knecht, COPA Assistant Director
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Claire C. Haltom
Baker Donelson PC

Population Health - FY24 Process Evaluation Measures

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

Initiative	Key Action Steps & Dates	FY24 KPIs & Targets
Continue and build population health infrastructure	<ul style="list-style-type: none"> • Maintain current staffing and operations • Evaluate needs for growth 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 205 in-network community organizations • Healthy Planet client management system adopted by 2 social care programs
Advance and maintain mPINC	<ul style="list-style-type: none"> • Develop mPINC system guidebook • Distribute guidebook to all L&D leaders • Conduct listening sessions post CDC survey with L&D 	<ul style="list-style-type: none"> • Survey completed
Continue to serve and expand STRONG ACC backbone services	<ul style="list-style-type: none"> • Communicate Ballard'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 	<ul style="list-style-type: none"> • \$80,000 provided
Build a comprehensive contraceptive health strategy, special focus on vulnerable populations	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Convene community stakeholders to implement supports
Expand our population health data capacity and capability including Epic's Healthy Planet and Compass Rose	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Healthy Planet scaled system-wide for social care integration/care management

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

Initiative	Key Action Steps & Dates	FY24 KPIs & Targets
Expand STRONG Pregnancies and STRONG Starts	<ul style="list-style-type: none"> • Add new pediatric STRONG Starts sites • Launch STRONG support groups • Increase enrollment in STRONG Pregnancies • Increase enrollment in STRONG Starts 	<ul style="list-style-type: none"> • Add 3 sites
Support breastfeeding initiation across the region (This is <u>not</u> new, but has been broken out of STRONG Pregnancies)	<ul style="list-style-type: none"> • Explore community breastfeeding supports for increased access 	Breastfeeding support inventory completed
Expand Appalachian Highlands Care Network	<ul style="list-style-type: none"> • Add sites to network • Add FTEs to support expansion and increased enrollment • Increase enrollment 	<ul style="list-style-type: none"> • 7,000 enrolled
Expand STRONG LINK (longitudinal study)	<ul style="list-style-type: none"> • Increase study enrollment • Add enrollment sites 	<ul style="list-style-type: none"> • 3 enrollment sites
Expand Cessation services	<ul style="list-style-type: none"> • Add Cessation Counselors • Expand population to adults in BHMA • Develop provider continuing medical education module (CME) for cessation best practice • Launch provider CME 	<ul style="list-style-type: none"> • Purchase and cost analysis of NRT products completed

Strategy #3: Enable Community Resources and Sound Health Policy

Initiative	Key Action Steps & Dates	FY24 KPIs & Targets
Strengthen community action through Ballad Health and community-based program investments	<ul style="list-style-type: none"> • Conduct current site evaluations for potential continuation and/or increased funding • Identify additional promising and best practices 	<ul style="list-style-type: none"> • RFPs issued and organizational partners evaluated
Expand mobile services to at-risk women and disparate groups	<ul style="list-style-type: none"> • Launch new mobile health unit • Expand mobile services with free clinics and other partners 	<ul style="list-style-type: none"> • Mobile services will be provided to residents from every county in Ballad's GSA service area
Support Ballad Health efforts on prevention, early detection and intervention aimed at reducing leading causes of mortality and morbidity	<ul style="list-style-type: none"> • Launch prevention, early detection/treatment campaigns and/or establish new external partnerships • Launch process improvement initiatives directed at decreasing mortality and morbidity 	<ul style="list-style-type: none"> • External partnership inventory complete