

FY23-FY25 PLANS

Behavioral Health Plan – FY23-FY25

The Tennessee Department of Health and the Virginia Department of Health requested KPIs and Targets for this Plan to assist the states with monitoring Ballad's progress towards meeting its minimum annual incremental spending commitment. The KPIs and Targets in this Plan are intended to serve as reference points only and Ballad shall not be penalized for failing to meet a specific KPI or Target if the spending associated with the approved Plan is met by the end of the Fiscal Year.

New 3-Year Plan: FY23 – FY25 Summary

Strategy Approved by TDH/VDH in Current Plan	Strategy Remains for FY23-FY25?	Specific initiatives	FY 23	FY 24	FY 25	Budgeted Spend in FY23	Estimated Spend in FY24	Estimated Spend in FY25
Strategy #1 – Develop the Ballard Health Behavioral Services Infrastructure: Service line leadership	Yes- Further delineation of strategy from initial 3-year plan	<ul style="list-style-type: none"> Continue and build Behavioral Health infrastructure 	X	X	X	\$2,312,557	\$2,350,000	\$2,400,000
Strategy #1 – Develop the Ballard Health Behavioral Services Infrastructure: Workforce retention and development for healthcare community	Yes- Further delineation of strategy from initial 3-year plan	<ul style="list-style-type: none"> Support academic programs for mental health professionals Expand mental health resources for health care professionals 	X	X	X	\$528,805	\$550,000	\$575,000
Strategy #2 – Develop a Comprehensive Approach to the Integration of Behavioral Health and Primary Care Integration	Yes	<ul style="list-style-type: none"> Optimization and expansion of current integrated sites 	X	X	X	\$474,240	\$250,000	\$250,000
Strategy #3 – Supplement Existing Regional Crisis System For Youth and Adults	Yes	<ul style="list-style-type: none"> Optimization of inpatient and support services Expand community programs Expand Outpatient Services 	X	X	X	\$4,755,694	\$6,500,000	\$5,425,000
Strategy #4 – Develop Enhanced and Expanded Resources for Addiction Treatment	Yes	<ul style="list-style-type: none"> Expansion of Addiction Treatment Services Expansion of Recovery Ecosystem 	X	X	X	\$917,712	\$2,000,000	\$3,000,000
Strategy #5 – Behavioral Health Telehealth Implementation - NEW	Yes	<ul style="list-style-type: none"> Optimize and expand telehealth services 	X	X	X	\$385,518	\$350,000	\$350,000
Total Spend						\$9,374,526	\$12,000,000	\$12,000,000

Strategy #1: Develop the Ballard Health Behavioral Services Infrastructure: Service Line Leadership

Initiative	Key Action Steps & Dates	KPIs & Targets
Continue and build Behavioral Health Infrastructure \$2,312,557	<ul style="list-style-type: none"> • Maintain current staffing and operations (recurring spend of salary and benefits) • Hire the following positions: <ul style="list-style-type: none"> • Backfill Chief Medical Officer role (moving to 0.6FTE) (Q1 FY23) <ul style="list-style-type: none"> • Cost may also include engaging a recruiting firm due to lack of candidates • Post Data Analyst position (1.0 FTE) (Q1 FY23) <ul style="list-style-type: none"> • Resource will collect and analyze data to drive improvements in patient flow, operational efficiencies to expand access, and support development of outpatient services • Evaluate needs for growth 	<ul style="list-style-type: none"> • Y/N • CMO hired Y/N • Data Analyst hired Y/N • Y/N

FY23 Budget

\$2,312,557

*Comprised of 14.25 FTE's

Strategy #1: Develop the Ballard Health Behavioral Services Infrastructure: Workforce Development

Initiative	Key Action Steps & Dates	KPIs & Targets
<p>Support academic programs for mental health professionals \$427,555</p>	<p>Child/Adolescent Psychiatry Fellowship at ETSU (tied to HR/GME plan)- \$5,000</p> <ul style="list-style-type: none"> • Implementation of operational plan at ETSU (Q3 FY23) <ul style="list-style-type: none"> • We believe that for a successful application, this partnership will require up to a year for Accreditation Council for Graduate Medical Education (ACGME) review, hiring plan development, space needs assessment and offers to the first class of fellows. • Hiring of Faculty and Staff (Q4 FY23) <ul style="list-style-type: none"> • The plan is not finalized at this time but may include Physicians to enhance the teaching aspect of what ETSU already has in place (This may be in the form of the purchase of time from ETSU and other physicians to dedicate to teaching). Administrative staff including a program manager for the fellowship housed at ETSU and other allied health professionals needed for the program and experiences of the fellows. We are asking for the year to develop this plan and will offer the specifics in the FY24 budget cycle. • Collaborate with local colleges and universities to evaluate additional needs for added student capacity \$0 	<ul style="list-style-type: none"> • Plan developed and initiated Y/N • Clinic location identified Y/N • Acute Care training locations identified Y/N • ACGME Application submitted Y/N • ACGME Approval of new program Y/N • # of offers made to Faculty and Staff • Evaluation complete Y/N • Evaluation results submitted to states
	<p>Further expansion of the Addiction Medicine Fellowship (tied to HR/GME plan)- \$350,000</p> <ul style="list-style-type: none"> • Identification of clinical facility for rotational model in SWVA (Q2 FY23) • Hiring of Faculty and Staff (Q3 FY23) <p>Additional Addictionologist, Therapist, Case Manager, Nurse, and Certified Peer Recovery Specialist</p>	<ul style="list-style-type: none"> • Clinical facility identified Y/N • Offers made to faculty and staff Y/N • # of faculty and staff hired (will list position detail)

Strategy #1: Develop the Ballard Health Behavioral Services Infrastructure: Workforce Development

Initiative	Key Action Steps & Dates	KPIs & Targets
<p>Continued- Support academic programs for mental health professionals \$427,555</p>	<p>Support academic programs for mental health therapy professionals- \$72,555</p> <ul style="list-style-type: none"> Sponsor 5 students with scholarships to further support expansion of outpatient services, will include a 1-year commitment (Q1 FY23) <ul style="list-style-type: none"> Scholarship candidates would include Bachelor/Master of Social Work, Counseling, Psychology or Mental Health related field. 	<ul style="list-style-type: none"> # of students identified # of contracts executed
<p>Expand mental health resources for health care professionals \$101,250</p>	<p>Develop additional mental health resources to support internal and external healthcare workforce as recommended by Clinical Council</p> <ul style="list-style-type: none"> Implement Schwartz Rounds program open to all community healthcare providers (Q3 FY23)- \$76,250 <ul style="list-style-type: none"> Structured program to provide caregivers a forum to share and discuss social and emotional issues they face in caring for patients and families. Explore and implement online Mental Wellness platform to allow for internal and external providers to anonymously access professionally moderated group support and on demand resources for healthcare professionals (Q4 FY23)- \$25,000 	<ul style="list-style-type: none"> Listing of Facilities identified Program implemented Y/N # of participants per Schwartz session Vendor identified Y/N Program implemented Y/N # of active users/month # of sessions/month

Strategy #1: Develop the Ballad Health Behavioral Services Infrastructure: Workforce Development

FY23 Budget

Child/Adolescent Psychiatric Fellowship- \$5,000
Expansion of Addiction Medicine Fellowship- \$350,000
Student Scholarships- \$72,555
Total Academic programs support- \$427,555

Schwartz Rounds- \$76,250
Online Mental Wellness- \$25,000
Total Mental health resource expansion- \$101,250

\$528,805

Strategy #2: Develop a Comprehensive Approach to the Integration of Behavioral Health and Primary Care

Initiative	Key Action Steps & Dates	KPIs & Targets
Optimization and expansion of current integrated sites \$474,240	<ul style="list-style-type: none"> Evaluate demand and add additional human resources at current sites as needed (ongoing from initial 3-year and FY22 plan)- \$474,240 Evaluate the need for additional integrated sites, develop and implement plans for expansion as needed (Q3 FY23) 	<ul style="list-style-type: none"> Staff hired from FY22 plan? <ul style="list-style-type: none"> 1 FTE in Greeneville Y/N 1 FTE in Elizabethton Y/N 1 FTE in Norton Y/N 1 FTE in Rural Retreat Y/N Evaluation completed Y/N Plan developed Y/N # of new team members hired # of visits with Behavioral Health providers per site / month

FY23 Budget

\$474,240

Strategy #3: Supplement Existing Regional Crisis System:

Initiative	Key Action Steps & Dates	KPIs & Targets
Optimization of Inpatient and Support Services \$1,816,110	Respond Expansion (Crisis assessment/patient flow services)- \$204,525 <ul style="list-style-type: none"> Maintain staffing and operations (ongoing from initial 3-year and FY22 plans) 	<ul style="list-style-type: none"> # of crisis assessments performed /month # of calls handled/month
	Explore Ridgeview replacement facility in VA with the potential of additional new services- \$0 <ul style="list-style-type: none"> Add additional inpatient services as supported by demand data <ul style="list-style-type: none"> Add child/adolescent beds Add non-forensic high acuity beds- previously requested by the former Commissioner of Mental Health due to state facilities exceeding capacity Add co-occurring beds (detox/mental health) Add outpatient services including intensive outpatient services <ul style="list-style-type: none"> Intensive outpatient services provide a minimum of 9 hours per week of group and individual therapy/treatment. This service is often needed as a stepdown service post inpatient psychiatric discharge or can be used as a higher level of care to prevent inpatient hospitalization 	<ul style="list-style-type: none"> Evaluation complete Y/N Evaluation report furnished to the states
	Transportation services (ongoing from initial 3-year plan)- \$324,414 <ul style="list-style-type: none"> Maintain staffing and current operations of transport services (ongoing) Purchase additional van (Q3 FY23) Hire 2 additional FTEs (Q3 FY23) 	<ul style="list-style-type: none"> Y/N Van purchased Y/N FTEs hired Y/N # of transports completed /month
	SBIRT (ongoing from initial 3-year and FY22 plans)- \$111,398 <ul style="list-style-type: none"> Maintain staffing and operations as described in previous plans (ongoing) Prepare for Healthy Planet roll out-Epic's Population Health module. This tool allows for health-related social needs and robust interdisciplinary care team documentation that is visible to everyone with access to the record. 	<ul style="list-style-type: none"> Y/N # of filled positions # of vacant positions Increase the number of SBIRT screenings by 10% above FY22 Y/N

Strategy #3: Supplement Existing Regional Crisis System:

Initiative	Key Action Steps & Dates	KPIs & Targets
Continued- Optimization of Inpatient and Support Services \$1,816,110	Completion of 24/7 Walk-in at Woodridge (ongoing from FY22 plan)- \$1,109,623 <ul style="list-style-type: none"> Complete construction and open services (Q2 FY23) 	<ul style="list-style-type: none"> Construction complete Y/N Services operational Y/N Serve a minimum of 100 walk in patients per month Y/N # of patients seen per month
	Care Coordinators for post discharge follow up- \$66,150 <ul style="list-style-type: none"> Hire staff to support discharge follow up post psychiatric hospitalization <ul style="list-style-type: none"> Hire 2 FTEs (Q3 FY23) 	<ul style="list-style-type: none"> Hire staff Y/N Improvement of 7 day follow up metrics to exceed baseline of 33.3% Y/N Improvement of 30 day follow up metrics to exceed baseline of 58.6% Y/N
Expand Community Programs \$416,216	Implement school-based behavioral health support systems- \$201,487 <ul style="list-style-type: none"> Create Critical Incident Stress Management (CISM) response team to deploy to school settings as necessary <ul style="list-style-type: none"> Hire 2 FTEs (Q3 FY23) Pilot Stress Relief Lounge in school-based setting (Q2 FY23) <ul style="list-style-type: none"> Environmental resources (couch, reading material, lighting, music) Training for student and volunteer peer support 	<ul style="list-style-type: none"> CISM staff hired Y/N # of incident responses/month Pilot site identified Y/N # of students and volunteers trained
	Expansion of Sexual Assault Nurse Examiner (SANE) Program- provides post trauma care and emotional support- \$64,804 <ul style="list-style-type: none"> Hire staff to support the SANE program <ul style="list-style-type: none"> Hire 2 additional nursing FTEs (Q2 FY23) Evaluate and identify location for pilot follow up clinic (Q2 FY23) 	<ul style="list-style-type: none"> # of nursing FTE's hired Pilot site identified Y/N
	Develop Gambling Addiction Support program- \$56,000 <ul style="list-style-type: none"> Hire additional FTE's as needed 	<ul style="list-style-type: none"> Program Developed Y/N # of additional FTE's hired

Strategy #3: Supplement Existing Regional Crisis System:

Initiative	Key Action Steps & Dates	KPIs & Targets
<p>Continued-Expand Community Programs \$416,216</p>	<p>Community Navigators for Pediatric Crisis Support- \$93,925</p> <ul style="list-style-type: none"> • Implement pediatric crisis support system • Hire 4 FTEs to support the following locations (Q4 FY23) <ul style="list-style-type: none"> • Pediatric Emergency Departments <ul style="list-style-type: none"> • Johnson City, TN (1 FTE) • Kingsport, TN (1 FTE) • Bristol, TN (1 FTE) • All other Emergency Departments (1 FTE) 	<ul style="list-style-type: none"> • Staff hired Y/N • # of kids served
<p>Expand Outpatient Services \$2,523,368</p>	<ul style="list-style-type: none"> • Open Outpatient Behavioral Health clinic in Norton, VA - capital and operational expense (Q2 FY23)- \$149,250 • Development of Outpatient campus Johnson City, TN- Multiyear project- capital expense plus operational expense (expense minus revenue) <ul style="list-style-type: none"> • Open new dedicated child/adolescent outpatient clinic with Intensive Outpatient Services- capital and operating expense (Q4 FY23)- \$1,049,003 <ul style="list-style-type: none"> • Hire staff to support service <ul style="list-style-type: none"> • Child/Adolescent Psychiatrist • Advanced Practice Providers • Therapists • Support Staff • Relocate and expand current adult outpatient clinic to provide added capacity and Intensive Outpatient Services- capital and operating expense (Q4 FY23)- \$1,325,115 <ul style="list-style-type: none"> • Hire additional staff to meet demand • Evaluation of additional specialized behavioral health services 	<ul style="list-style-type: none"> • Clinic open Y/N • # of clinic visits per month • Construction on schedule Y/N • Staff hired Y/N • Set clinic volume baseline in FY24 and increase by 25% in FY25 Y/N • Construction on schedule Y/N • Staff hired Y/N • Increase clinic volumes in FY24 by 50% over FY22 volumes Y/N • Evaluation complete Y/N

Strategy #3: Supplement Existing Regional Crisis System

FY23 Budget

Respond Services-	\$204,525
Transportation Services-	\$324,414
SBIRT-	\$111,398
Completion of 24/7 Walk-in-	\$1,109,623
Care Coordinators-	<u>\$66,150</u>
<i>Optimization of Inpatient and Support Services-</i>	<i>\$1,816,110</i>
School based support systems-	\$201,487
SANE-	\$64,804
Gambling Addiction-	\$56,000
Pediatric Community Navigators-	<u>\$93,925</u>
<i>Expand Community Programs-</i>	<i>\$416,216</i>
OP Clinic in Norton-	\$149,250
New Child/Adolescent Clinic in JC-	\$1,049,003
Adult Expansion with IOP in JC-	<u>\$1,325,115</u>
<i>Expand Outpatient Services-</i>	<i>\$2,523,368</i>
	\$4,755,694

Strategy #4: Develop Enhanced and Expanded Resources For Addiction Treatment

Initiative	Key Action Steps & Dates	KPIs & Targets
Expansion of Addiction Treatment Services \$855,068	STRONG Futures (Greeneville Women’s Recovery Project)- \$389,111 (Operating Loss) <ul style="list-style-type: none"> • Maintain staffing and operations of Outpatient Clinic and Living Center (ongoing from initial 3-year and FY22 plans) ❖ Note: Current Tennessee Temporary Assistance for Needy Families (TANF) Grant ends on 9/30/22 therefore operational losses may be higher than projected based on the ability to secure additional funding sources post grant expiration 	# of unduplicated families served # of mothers/children utilizing the Living Center
	Strong Futures Expansion of Outpatient Sites- \$433,313 <ul style="list-style-type: none"> • Addition of two outpatient clinics- capital and operational expense <ul style="list-style-type: none"> • Morristown, TN (Q2 FY23) <ul style="list-style-type: none"> • Hire 4 FTEs • Kingsport, TN (Q2 FY23) <ul style="list-style-type: none"> • Hire 4 FTEs 	<ul style="list-style-type: none"> • Morristown clinic open Y/N • Kingsport clinic open Y/N • Staff onboarded Y/N
	Expansion of services at Overmountain Recovery in Gray, TN- \$30,000 <ul style="list-style-type: none"> • Hire second physician (Q2 FY23) • Hire up to two additional APP’s (Q4 FY23) • Expand into adjoining suites via phased approach to allow for volume growth (existing BH Admin and Respond suites) - capital and operational expense (Q3 FY23) 	<ul style="list-style-type: none"> • Physician hired Y/N • APPs hired Y/N • Construction complete Y/N • Grow clinic volume by 25% over FY22 baseline Y/N
	Pilot MAT Initiation in the ED setting- \$2,644 <ul style="list-style-type: none"> • Educate and roll out in phased approach <ul style="list-style-type: none"> • Pilot at JCMC (Q4 FY23)- This location was selected due to proximity to several MAT clinics interested in this initiative, and the proximity and interest of the ETSU Addiction Medicine Fellowship to be involved in the program 	<ul style="list-style-type: none"> • Pilot (JCMC) complete Y/N • # of patients discharged with a bridge order for suboxone

Strategy #4: Develop Enhanced and Expanded Resources for Addiction Treatment

Initiative	Key Action Steps & Dates	KPIs & Targets
Expansion of Recovery Ecosystem \$62,644	Explore Recovery Housing- \$0 <ul style="list-style-type: none"> Work within Recovery Ecosystem workgroups to identify gaps in services (ongoing) <ul style="list-style-type: none"> Identify needs for recovery housing in TN and VA 	<ul style="list-style-type: none"> Needs identified Y/N Report identified needs to the states
	Add Peer Recovery Specialists into Inpatient Psychiatric settings- \$62,644 <ul style="list-style-type: none"> Embed Certified Peer Recovery Specialists (Q2 FY23) <ul style="list-style-type: none"> Woodridge Poplar Unit (TN) – 2 FTEs Ridgeview (VA) – 1 FTE 	<ul style="list-style-type: none"> CPRS on boarded Y/N
	Explore Women’s Recovery Project in Virginia- \$0 <ul style="list-style-type: none"> Continue to work with community groups to explore Women’s Recovery Program in VA (ongoing) 	<ul style="list-style-type: none"> Evaluation completed Y/N Report identified needs to the states

FY23 Budget

Strong Futures Greeneville Operational Losses- \$389,111
 Strong Futures Expansion OP sites- \$433,313
 Expansion of Overmountain Recovery- \$30,000
 MAT Initiation in ED- \$2,644
 Expansion of Addiction Treatment Services- \$855,068
 Expansion of Recovery Ecosystem- \$62,644
\$917,712

Strategy #5: Behavioral Health Telehealth Implementation

Initiative	Key Action Steps & Dates	KPIs & Targets
Optimize and expand telehealth services \$385,518	Implement Psychiatric Consult Liaison (C/L) services via Tele Vendor- \$280,518 <ul style="list-style-type: none"> Contract with a telehealth Vendor to provide C/L services in the hospital settings- capital and new operational expense <ul style="list-style-type: none"> Replace and expand current limited C/L service within tertiary hospital settings (Q1 FY23) Add new C/L services to community hospital settings (Q2 FY23) 	<ul style="list-style-type: none"> Contract executed Y/N CL services -tertiary Y/N CL services community Y/N 90% of consults seen within 24 hours Y/N
	Telehealth in PC/BH Integrated sites- \$10,000 <ul style="list-style-type: none"> Cost of IT equipment to roll out telehealth to existing PC/BH integrated clinics 	<ul style="list-style-type: none"> Y/N # of tele visits completed/month
	Add telehealth options for Behavioral Health Outpatients- \$75,000 <ul style="list-style-type: none"> Implement telehealth in all behavioral health clinics (Q4 FY23) 	<ul style="list-style-type: none"> Telehealth implemented Y/N Increase tele visits by 10% Y/N
	Telehealth School based initiatives- \$20,000 <ul style="list-style-type: none"> Choose School / School System for tele-behavioral pilot (Q2 FY23) Purchase up to 8 carts Develop workflow for tele-behavioral (Q2 FY23) Implement tele-behavioral (Q4 FY23) 	<ul style="list-style-type: none"> Pilot site identified Y/N Services launched Y/N # of students served

FY23 Budget

Psychiatric Consult Liaison- \$280,518
 Telehealth PC/BH Integration- \$10,000
 Telehealth in all OP Behavioral Health clinics- \$75,000
 Telehealth School Based Initiatives- \$20,000
Total: \$385,518

Children's Health Plan – FY23-FY25

The Tennessee Department of Health and the Virginia Department of Health requested KPIs and Targets for this Plan to assist the states with monitoring Ballad's progress towards meeting its minimum annual incremental spending commitment. The KPIs and Targets in this Plan are intended to serve as reference points only and Ballad shall not be penalized for failing to meet a specific KPI or Target if the spending associated with the approved Plan is met by the end of the Fiscal Year.

New 3-Year Plan: FY23 – FY25 Summary

Strategy Approved by TDH/VDH in Current Plan	Strategy Remains for FY23-FY25?	Specific Initiatives	FY 23	FY 24	FY 25	Budgeted Spend in FY23	Estimated Spend in FY24	Estimated Spend in FY25
Strategy #1: Develop Necessary Ballard Children’s Health Services Infrastructure to support the Niswonger Children’s Health Network that improve safety, quality, and efficiency in care	Yes	<ul style="list-style-type: none"> • Support Miracle Field in Kingsport • Develop strategies for increased physician engagement throughout the Ballard Health service area. • Support Network suspension 	X X X	X X X	X X X	\$1,546,112	\$1, 047,112	\$1,047,112
Strategy #2: Create environments for children and families within Ballard Health that promote a family-centered delivery system, alleviate family health-care burden, and promote resiliency and opportunity for families we serve	New	<ul style="list-style-type: none"> • Expand the Niswonger Pediatric complex care program 	X	X	X	\$47,580	\$47,580	\$47,580
Strategy #3: Develop Telemedicine and Rotating Specialty Clinics In Rural Hospitals	Yes	<ul style="list-style-type: none"> • Determine gaps in subspecialty services • Work in conjunction with telehealth service line to develop project plan for expansion (Partnerships = B) • Utilize ETSU in plans for further expanding telehealth coverage • Evaluate post-inpatient telehealth needs 	X X X X	X X X X	X X X X	\$160,000	\$200,000	\$200,000



New 3-Year Plan: FY23 – FY25 Summary

Strategy Approved by TDH/VDH in Current Plan	Strategy Remains for FY23-FY25?	Specific Initiatives	FY 23	FY 24	FY 25	Budgeted Spend in FY23	Estimated Spend in FY24	Estimated Spend in FY25
Strategy #4: Recruit and Retain Subspecialists	Yes	<ul style="list-style-type: none"> Recruit targeted subspecialties Evaluate partnerships to eliminate coverage gaps 	X	X	X	\$6,965,670	\$7,000,000	\$7,000,000
Strategy #5: Assess, Align and Implement Strategies to Improve Pediatric Trauma Care Delivery and Prevention	Yes	<ul style="list-style-type: none"> Develop project plan for pediatric quality improvement Determine educational resources needed for trauma prevention Focus program development on prevention of non-accidental trauma in children Maintain current pediatric trauma program 	X	X	X	\$215,000	\$269,000	\$274,000
Total Spend						\$8,934,362	\$8,563,692	\$8,568,692

Strategy #1: Develop Necessary Ballad Children’s Health Services Infrastructure to Support the Niswonger Children’s Health Network That Improve Safety, Quality, and Efficiency In Care

Initiative	Key Action Steps & Dates	KPIs & Targets
Maintain and evaluate additional resources needed for support of network expansion \$1,446,112	<ul style="list-style-type: none"> • Maintain infrastructure • Data analytics (1.0 FTE) • NsCN Quality Coordinator (1.0 FTE) • NsCN AVP Program Operations (1.0 FTE) Replace director of CRC with a manager level position • NsCN Director of Clinical Services (1.0 FTE) • Reallocate clinical specialist FTE to NICU –position unfilled from FY22 • Nursing Supervisor (1.0 FTE) • Medical Social Worker (1.0 FTE) 	<ul style="list-style-type: none"> • Hired Y/N
Miracle Field \$50,000	<ul style="list-style-type: none"> • Support Miracle Field in Kingsport, TN 	<ul style="list-style-type: none"> • Investment made Y/N - FY23 only <p>Per amendment approval:</p> <ul style="list-style-type: none"> • Ballad Health will report annual utilization statistics for the Miracle Field to both states using information provided by the city of Kingsport • Ballad Health will provide both states with an update on any projects added to the Miracle Field each year based on information provided by the city of Kingsport

Strategy #1: Develop Necessary Ballard Children’s Health Services Infrastructure to Support the Niswonger Children’s Health Network That Improve Safety, Quality, and Efficiency In Care

Initiative	Key Action Steps & Dates	KPIs & Targets
Develop strategies for increased physician participation in quality improvements efforts for the Niswonger Children’s Network \$50,000	<ul style="list-style-type: none"> Formalize plan for community physician participation opportunities in data submission and outcome measures Determine medical director for quality 	<ul style="list-style-type: none"> Develop 2 quality projects involving community physicians Y/N Medical Director Hired Y/N

FY23 Budget
Infrastructure- \$1,446,112
Miracle Field- \$50,000
Physician quality- \$50,000
TOTAL: \$1,546,112

Strategy #2: Create Care Environments for Children that Promote a Family-Centered Approach to Delivery and that Help Alleviate Healthcare Burden

Initiative	Key Action Steps & Dates	KPIs & Targets
Expand the Niswonger pediatric complex care program \$47,580	<ul style="list-style-type: none"> • Increase patient enrollment in the service • Hire 1.0 FTE community health worker for the service 	<ul style="list-style-type: none"> • Ballad Health will enroll 70 children in the complex care program in FY23 • Ballad Health will increase enrollment 30% above FY 23 enrollment by FY25 Y/N • Hired Y/N

FY23 Budget

Complex care program- \$47,580

TOTAL: \$47,580

Strategy #3: Develop Telemedicine and Rotating Specialty Clinics in Rural Hospitals

Initiative	Key Action Steps & Dates	KPIs & Targets
Expand telehealth support for women and children in the Ballad Health service area \$60,000	<ul style="list-style-type: none"> Perform gap assessment for subspecialty coverage Formulize expansion plan in targeted services <ul style="list-style-type: none"> School based telemedicine Expand teleneonatology to all delivery hospitals Evaluate opportunities for post inpatient telehealth support Expand subspecialty telehealth coverage in rural markets 	<ul style="list-style-type: none"> Assessment performed Y/N Plans formalized Y/N Gap analysis supplied to states Y/N Expand telehealth to a minimum of two sites, one being in Virginia
Actively engage in strategic partnership opportunities for providing telehealth support for children's services (to include but not limited to Vanderbilt, Cincinnati children's Hospital, LeBonheur, and/or UVA) \$100,00	<ul style="list-style-type: none"> UVA decision by March 1, 2023 Vanderbilt decision by March 1, 2023 Cincinnati Children's Hospital decision by March 1, 2023 Lebonheur Children's Hospital decision by March 1, 2023 	<ul style="list-style-type: none"> Establish one formal partnership for telehealth support Y/N

FY23 Budget

Telehealth support-	\$60,000
Explore partnerships-	<u>\$100,000</u>
TOTAL:	\$160,000

Strategy #4: Recruit and Retain Subspecialists

Initiative	Key Action Steps & Dates	KPIs & Targets
<p>Open recruitment for gaps in subspecialty coverage and retention of existing providers \$6,965,670</p>	<ul style="list-style-type: none"> • Pediatric neurology (0.8 clinical FTE plus academic support) • Pediatric radiology (Support to Mountain Empire Radiology) • Pediatric anesthesia (1 full anesthesia team) • Pediatric pulmonology (0.8 clinical FTE plus academic support) • Pediatric nephrology (0.8 clinical FTE plus academic support) • Pediatric rheumatology (0.5 clinical FTE plus academic support) • Pediatric urology (CCHMC agreement) • Geneticist (faculty assistance agreement) • Child abuse prevention practitioner • Developmental behavioral pediatrician (faculty assistance agreement) • Adolescent medicine specialist (faculty assistance agreement) • Clinical Psychologist (ETSU support) • APP practice support (1.0 FTE for BHMA) • Retain previously recruited/contracted physicians 	<p>Specialty coverage obtained:</p> <ul style="list-style-type: none"> • Pediatric neurology Y/N • Pediatric radiology Y/N • Pediatric anesthesia Y/N • Pediatric pulmonology Y/N • Pediatric nephrology Y/N • Pediatric rheumatology Y/N • Pediatric urology Y/N • Geneticist Y/N • Child abuse prevention practitioner Y/N • Developmental behavioral pediatrician Y/N • Adolescent medicine specialist Y/N • Clinical Psychologist Y/N • APP practice support Y/N • Retain previously recruited/contracted physicians Y/N

FY23 Budget

\$6,965,670

Strategy #5: Assess, Align and Implement Strategies to Improve Pediatric Trauma Care Delivery and Prevention

Initiative	Key Action Steps & Dates	KPIs & Targets
Develop project plan for pediatric quality improvement \$0	<ul style="list-style-type: none"> Assign to project manager Formulate project team Develop plan for data collection and benchmarks 	<ul style="list-style-type: none"> Assigned Y/N Team formed Y/N Plan developed Y/N
Determine educational resources needed for trauma prevention \$0	<ul style="list-style-type: none"> Identify improvement opportunities Work within Ballad Health service area to provide trauma focused education resources 	<ul style="list-style-type: none"> Opportunities identified Y/N Resources provided Y/N # and detail for education resources identified that are needed for trauma prevention
Focus program development on prevention of non-accidental trauma in children \$0	<ul style="list-style-type: none"> Continue work with regional committee Post child abuse prevention practitioner program Develop region wide prevention strategies 	<ul style="list-style-type: none"> Work continued Y/N Program Developed Y/N Strategies developed Y/N Updates on and stats for programs and strategies shared at quarterly meetings
Continue current pediatric ED infrastructure \$215,000	<ul style="list-style-type: none"> Maintain current trauma program and Pediatric ED manager 	<ul style="list-style-type: none"> Maintained Y/N Status provided during each quarterly meeting

FY23 Budget

\$215,000

Rural Health Plan – FY23-FY25

The Tennessee Department of Health and the Virginia Department of Health requested KPIs and Targets for this Plan to assist the states with monitoring Ballad's progress towards meeting its minimum annual incremental spending commitment. The KPIs and Targets in this Plan are intended to serve as reference points only and Ballad shall not be penalized for failing to meet a specific KPI or Target if the spending associated with the approved Plan is met by the end of the Fiscal Year.

New 3-Year Plan: FY23 – FY25 Summary

Strategy Approved by TDH/VDH in Current Plan	Strategy Remains for FY23-FY25?	Specific Initiatives	FY 23	FY 24	FY 25	Budgeted Spend in FY23	Estimated Spend in FY24	Estimated Spend in FY25
Strategy #1: Recruit Primary Care Physicians and Mid-Levels to Practices in Counties of Greatest Need	Yes	<ul style="list-style-type: none"> Continue recruitment efforts of key identified primary care providers in our rural markets 	X	X	X	\$760,746	\$3,772,837	\$4,074,044
Strategy #2: Recruitment of Physician Specialists to Meet Rural Access Needs	Yes	<ul style="list-style-type: none"> Continue recruitment efforts of key identified specialists in our rural markets Evaluation of outreach needs 	X X	X X	X X	\$1,015,718	\$2,498,024	\$1,238,485
Strategy #3: Implement Team-Based Care Models to Support Primary Care Providers, Beginning with Pilots in High Need Counties	Yes	<ul style="list-style-type: none"> Enhance pod infrastructure Implement Team-Based Care (TBC) in our Peds Specialties 	X X	X X	X X	\$552,660	\$1,004,100	\$0
Strategy #4: Develop and Deploy Virtual Care Services	Yes	<ul style="list-style-type: none"> Integrated system-wide virtual health platform Expand Virtual Urgent Care Identification of Virtual Consultation Services 	X X X	X X X	X X X	\$767,000	\$298,000	\$298,000
Strategy #5: Coordinate Preventive Health Care Services (VDH Specific Strategy)	Yes	<ul style="list-style-type: none"> Streamline preventive procedures and diagnostic tests 	X	X	X	\$8,676	\$8,676	\$8,676
Total Spend						\$3,104,800	\$7,581,637	\$5,619,205

Strategy #1: Recruit Primary Care Physicians and Mid-Levels to Practices in Counties of Greatest Need

Initiative	Key Action Steps & Dates	KPIs & Targets
<p>Continue recruitment efforts of key identified primary care providers in our rural markets \$760,746</p> <p>FY23 projected details below: MD (2) APP (3) Women’s Health APP (2)</p>	<ul style="list-style-type: none"> Recruit new primary care clinicians to counties of greatest need (FY23-FY25): Potential counties identified below: <ul style="list-style-type: none"> Virginia <ul style="list-style-type: none"> Buchanan County Dickenson County Smyth County Washington County Wythe County Tennessee <ul style="list-style-type: none"> Hamblen County Hawkins County Cocke County Recruit Women’s Health APP in the following counties: <ul style="list-style-type: none"> Wise County, VA Washington County, VA Evaluate potential site options and construction build for non-established counties with \$0 in FY23 and then \$3.4M per year for construction in FY24 & FY25 (subject to detailed budgeted plans). 	<ul style="list-style-type: none"> Sign LOIs with 5 clinicians to start in FY23 and/or FY24 (State and county detail will be provided) with start dates as they occur Date Construction started Date Construction completed

FY23 Budget

\$760,746

Strategy #2: Recruitment of Physician Specialists to Meet Rural Access Needs

Initiative	Key Action Steps & Dates	KPIs & Targets
<p>Continue recruitment efforts of key identified specialists in our rural markets \$1,015,718</p> <p>General Surgery MD General Surgery APP Pulmonary/CC MD Pulmonary/CC APP GYN Oncologist MD Cardiologist MD Neurologist MD Sports Medicine MD</p> <p>FY23 Targeted LOIs: General Surgery APP Pulmonary/CC APP Neurologist MD</p>	<ul style="list-style-type: none"> • General Surgery APP in Greene County, TN • General Surgeon(s) in Smyth County, VA • Pulmonary/Critical Care <ul style="list-style-type: none"> • Physician in Washington County, VA • Expansion into Greene County, TN (1 MD; 1 APP) • Establish APP in Carter County, TN • Infectious Disease physician <ul style="list-style-type: none"> • Telehealth consults in rural counties • GYN Oncologist • Cardiologist for Greene County, TN • Neurologist in Washington County, VA • Sports Medicine physician in Wise County, VA 	<ul style="list-style-type: none"> • Sign LOIs with 3 Incremental clinicians to start in FY23 and/or FY24 (state and county detail will be provided) with start dates as they occur
<p>Evaluation of outreach needs</p>	<ul style="list-style-type: none"> • Complete Physician Needs Assessment (PNA) <ul style="list-style-type: none"> • Ballad Health will be updating the Provider Needs Assessment in FY23. At the conclusion of that work, Ballad Health will update the table showing the provider needs by county and the corresponding targets 	<ul style="list-style-type: none"> • Complete PNA • PNA provided to states when completed

FY23 Budget

\$1,015,718

Strategy #3: Implement Team-Based Care Models to Support High Need Counties

Initiative	Key Action Steps & Dates	KPIs & Targets
<p>Enhance TBC infrastructure \$552,660</p> <p>Enhance pod infrastructure - \$341,600</p> <p>Implement TBC in our Peds Specialties - \$211,060</p> <p>Implement TBC in Memory Care Program - \$1,004,100 (FY24)</p>	<ul style="list-style-type: none"> • Enhance pod infrastructure <ul style="list-style-type: none"> • Clinical Pharmacist • Evaluate additional outreach opportunities to assist patients with gap closure and annual visits to their Primary Care Physician PCP • Increase Care Management services <ul style="list-style-type: none"> • In collaboration with Ballad One Care Management Structure, evaluate additional care management services required to meet the needs of our vulnerable patient population and reduce avoidable ED and IP Utilization • Implement TBC in Peds Specialties <ul style="list-style-type: none"> • Hire Behavioral Health Psychologist • Hire Care Manager • Implement TBC in our Memory Care Program (FY24) 	<ul style="list-style-type: none"> • Hire 3 additional staff in FY23 Y/N • TBC Program established • 25% increase in annual wellness visits - 20,562 • Behavioral Health Psychologist volume

FY23 Budget

Enhance pod infrastructure- \$341,600
 TBC in Peds specialties- \$211,060
Total: \$552,660

Strategy #4: Develop and Deploy Virtual Care Services

Initiative	Key Action Steps & Dates	KPIs & Targets
Integrated system-wide virtual health platform \$469,000	<ul style="list-style-type: none"> Optimize usage of integrated system-wide virtual health platform among Ballard providers 	<ul style="list-style-type: none"> Purchased telehealth carts (67) # of telehealth carts in use with locations
Expand Virtual Urgent Care \$270,000	<ul style="list-style-type: none"> Implement virtual urgent care strategy that leverages Point of Care Testing in our brick-and-mortar locations Evaluate the need to convert and/or expand an existing UC location to 8p-8a to establish a 24/7 Urgent Care (FY23) 	<ul style="list-style-type: none"> Y/N Achieve 2,400 or more virtual urgent care visits
Identification of Virtual Consultation Services \$28,000	<ul style="list-style-type: none"> Evaluate and identify locations for telehealth pods for consultation services 	<ul style="list-style-type: none"> Establish 4 telehealth pods for consultation/telehealth services

FY23 Budget

Integrated system-wide virtual health platform- \$469,000
 Expand Virtual Urgent Care- \$270,000
 Virtual Consultation Services- \$28,000
Total: \$767,000

Strategy #5: Coordinate Preventive Health Care Services (VDH Specific Strategy)

Initiative	Key Action Steps & Dates	KPIs & Targets
Streamline preventive procedures and diagnostic tests \$8,676	Establish quarterly health fairs in each market to assist patients in closing identified gaps in care for the following screenings: <ul style="list-style-type: none"> • Screening Colonoscopies • Women's' Health • Breast Cancer Screenings • Cervical Cancer Screenings • Diabetes Screenings • Hypertension Screenings • Lung Screenings • Calcium Scoring Screenings • Head & Neck Cancer Screenings 	<ul style="list-style-type: none"> • Conduct 16 health fairs; date, location, and screening to be provided

FY23 Budget
\$8,676

Population Health - FY23-FY25

The Tennessee Department of Health and the Virginia Department of Health requested KPIs and Targets for this Plan to assist the states with monitoring Ballad's progress towards meeting its minimum annual incremental spending commitment. The KPIs and Targets in this Plan are intended to serve as reference points only and Ballad shall not be penalized for failing to meet a specific KPI or Target if the spending associated with the approved Plan is met by the end of the Fiscal Year.

New 3-Year Plan: FY23 – FY25 Summary

Strategy Approved by TDH/VDH in Current Plan	Strategy Remains for FY23-FY25?	Specific Initiatives	FY 23	FY 24	FY 25	Budgeted Spend in FY23	Estimated Spend in FY24	Estimated Spend in FY25
Strategy #1: Develop Population Health Infrastructure within the Health System and the Community	Yes	<ul style="list-style-type: none"> Continue and build population health infrastructure Expand social care integration/system care management through needs referral platform, Community Partner Referral Network and social care/care management workforce Advance and maintain mPINC Continue to serve and expand STRONG ACC backbone services Build a comprehensive contraceptive health strategy, special focus on vulnerable populations Expand our population health data capacity and capability including Epic’s Healthy Planet and Compass Rose 	X	X	X	\$4,079,696	\$4-4,500,000	\$4-4,500,000
Strategy #2: Position Ballad Health as a Community Health Improvement Organization	Yes	<ul style="list-style-type: none"> Expand STRONG Pregnancies and STRONG Starts Expand Appalachian Highlands Care Network Expand STRONG LINK (longitudinal study) Expand Cessation services Expand early prenatal care services 	X	X	X	\$5,613,534	\$5-6,000,000	\$5-6,000,000
Strategy #3: Enable Community Resources and Sound Health Policy	Yes	<ul style="list-style-type: none"> Strengthen community action through Ballad Health and community-based program investments Expand mobile services to at-risk women and disparate groups Support Ballad Health efforts on prevention, early detection and intervention aimed at reducing leading causes of mortality and morbidity Expand Faith Community Nursing 	X	X	X	\$4,068,248	\$4-4,500,000	\$4-4,500,000
Total Spend						\$13,761,478	\$13,000,000-\$15,000,000	\$13,000,000-\$15,000,000

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

Initiative	Key Action Steps & Dates	KPIs & Targets
<p>Continue and build population health infrastructure \$1,440,055</p> <p>Continuation 2022 \$: \$1,126,713 salaries; \$209,324 operations 2022 Staffing: 9.5 positions 2023 \$: \$1,026,713 salaries; \$413,342 operations (\$50,000 allocated to mPINC work) 2023 Staffing: 9.5 positions</p>	<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 Prepared Needs Assessment Q4
<p>Expand social care integration/system care management through needs referral platform, Community Partner Referral Network and social care/care management workforce \$811,516</p> <p>Continuation 2022 \$: \$0 in salaries; \$320,000 in operations 2022 Staffing: 0 2023 \$: \$411,516 in salaries and \$400,000 in operations 2023 Staffing: 7</p>	<ul style="list-style-type: none"> Build Universal Social Screening (USS) questions inside Epic Hire social care navigators Train internal department/service line teams and develop workflows for use of USS Expand # of UniteUs community organizations 	<ul style="list-style-type: none"> USS integrated into Epic Q3 Hiring and training complete Q2 4 facilities activated Q4 4 navigators to be hired Q4 Update of teams trained to be provided at quarterly meetings 130 in-network community organizations

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

Initiative	Key Action Steps & Dates	KPIs & Targets
<p>Advance and maintain mPINC \$50,000</p> <p>New 2022 \$: 0 2022 Staffing: 0 2023 \$: \$50,000 allocation of infrastructure funding 2023 Staffing: 0</p>	<ul style="list-style-type: none"> • Develop mPINC system guidebook • Distribute guidebook to all L&D leaders • Participate in CDC mPINC 2022 survey • Conduct listening sessions post CDC survey with L&D 	<ul style="list-style-type: none"> • Guidebook produced and distributed Q2 • All L&D sites participating Q3 • All L&D sites participating and output report produced Q3
<p>Continue to serve and expand STRONG ACC backbone services \$320,435</p> <p>Continuation 2022 \$: \$256,535 in salaries and operations 2022 Staffing: 2 2023 \$: \$320,435 in salaries and operations 2023 Staffing: 3</p>	<ul style="list-style-type: none"> • Communicate Ballard’s ACC activation plan across system • Continue to fund ACC Executive Director and 1 support staff • Provide operational funding to ACC • Hire additional support staff 	<ul style="list-style-type: none"> • Produce communication checklist and complete communications Q2 • 2 positions retained Q4 • \$80,000 provided Q4 • Hire one additional community engagement specialist Q2

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

Initiative	Key Action Steps & Dates	KPIs & Targets
<p>Build a comprehensive contraceptive health strategy, special focus on vulnerable populations \$50,000</p> <p>New 2022 \$: 0 2022 Staffing: 0 2023 \$: \$50,000 in operating funds 2023 Staffing: 0</p>	<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"> Assessment produced Q2 Produce strategic plan Q3 Produce tactical activation report Q4
<p>Expand our population health data capacity and capability including Epic's Healthy Planet and Compass Rose \$1,407,690</p> <p>New 2022 \$: 0 2022 Staffing: 0 2023 \$: \$134,190 in salaries; \$1,273,500 for Healthy Planet and Compass Rose acquisition costs 2023 Staffing: 2</p>	<ul style="list-style-type: none"> Begin using Healthy Planet for social care integration/care management Hire a pop health data manager Hire additional data analyst Coordinate with new Chief Analytics Officer to add pop health data capacity 	<ul style="list-style-type: none"> Activate use in at least 2 Ballad program areas Q4 Hires completed Q2 Operational guideline report completed with analytics Q2 Updates of position hiring and onboarding to be provided at quarterly meetings

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

Initiative	Key Action Steps & Dates	KPIs & Targets
<p>Expand STRONG Pregnancies and STRONG Starts \$2,345,181</p> <p>Continuation 2022 \$: \$955,487 in salaries; \$148,976 in operations 2022 Staffing: 19 2023 \$: \$2,037,656; \$307,525 in operating 2023 Staffing: 43</p>	<ul style="list-style-type: none"> • Add new pediatric STRONG Starts sites • Launch STRONG support groups • Increase screenings in STRONG Pregnancies • Increase enrollment in STRONG Starts 	<ul style="list-style-type: none"> • Add 3 sites Q4 • Launch 1 group Q4 • 4,800 screenings in STRONG Pregnancies Q4 • 1,300 enrolled in STRONG Starts Q4 • Updates of site onboarding and group launched to be provided at quarterly meetings
<p>Expand Appalachian Highlands Care Network \$2,837,328</p> <p>Continuation 2022 \$: \$1,028,905 salaries; \$743,976 in operations 2022 Staffing: 19 2023 \$: \$1,894,694 in salaries; \$942,634 in operations 2023 Staffing: 42</p>	<ul style="list-style-type: none"> • Increase enrollment • Add sites to network • Add FTEs to support expansion and increased enrollment 	<ul style="list-style-type: none"> • 5,000 enrolled Q4 • 1,600 patients enrolled in complex care management • 10 New sites Q4 • New hires Q3 • Updates of site onboarding to be provided at quarterly meetings • Updates of position hiring and onboarding to be provided at quarterly meetings

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

Initiative	Key Action Steps & Dates	KPIs & Targets
<p>Expand STRONG LINK (longitudinal study) \$50,000</p> <p>Continuation 2022 \$: \$20,000 2022 Staffing: 0 2023 \$: \$50,000 2023 Staffing: 0</p>	<ul style="list-style-type: none"> • Increase study enrollment • Add enrollment sites 	<ul style="list-style-type: none"> • 400 enrolled Q4 • 4 enrollment sites Q4
<p>Expand Cessation services \$283,557</p> <p>Continuation 2022 \$: salary \$ not provided since only 1 position was funded; \$15,000 operations 2022 Staffing: 5 2023 \$: \$268,557 salaries; \$15,000 operations 2023 Staffing: 5</p>	<ul style="list-style-type: none"> • Add Cessation Counselors • Expand population to adults in BHMA • Develop provider and nurse continuing medical education module (CME) for cessation best practice • Launch continuing medical education course (CME) 	<ul style="list-style-type: none"> • Hire 4 new cessation counselors Q3 • 260 enrolled Q4 • CME content produced Q3 • CME launched Q3 • Curriculum provided to states during Q4
<p>Expand early prenatal care services \$97,468</p> <p>Continuation 2022 \$: Salary \$ not provided since only 1 position was funded 2022 Staffing: 1 2023 \$: \$97,468 2023 Staffing: 2</p>	<ul style="list-style-type: none"> • Add additional referral partners • Train an additional Early Prenatal Care (EPC) Navigator 	<ul style="list-style-type: none"> • Secure 6 total referral partners Q4 • Training completed Q2 • Updates on new partners to be provided at quarterly state meetings

Strategy #3: Enable Community Resources and Sound Health Policy

Initiative	Key Action Steps & Dates	KPIs & Targets
<p>Strengthen community action through Ballard Health and community-based program investments \$3,330,486</p> <p>Continuation 2022 \$: \$2,500,000 2022 Staffing: 0 2023 \$: \$3,330,486 2023 Staffing: 0</p>	<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"> • Site evaluations on all funded organizations complete Q4 • RFPs issued and organizational partnerships evaluated Q4
<p>Expand mobile services to at-risk women and disparate groups \$458,462</p> <p>New 2022 \$: 0 2022 Staffing: 0 2023 \$: \$208,092 in staffing; \$250,370 in operations 2023 Staffing: 7</p>	<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"> • Accomplished Q4 • 10 identified partners Q4
<p>Support Ballard Health efforts on prevention, early detection and intervention aimed at reducing leading causes of mortality and morbidity \$200,000</p> <p>New 2022 \$: 0 2022 Staffing: 0 2023 \$: 200,000 2023 Staffing: 0</p>	<ul style="list-style-type: none"> • Launch prevention, early detection/treatment campaigns • Launch process improvement initiatives directed at decreasing mortality and morbidity 	<ul style="list-style-type: none"> • 2 campaigns launched or partnerships established Q4 • Develop one improved process each in heart, cancer, and trauma programs Q4

Strategy #3: Enable Community Resources and Sound Health Policy

Initiative	Key Action Steps & Dates	KPIs & Targets
<p>Expand Faith Community Nursing \$79,300</p> <p>New 2022 \$: 0 2022 Staffing: 0 2023 \$79,300 in salaries 2023 Staffing: 5</p>	<ul style="list-style-type: none"> Expand Virginia footprint Expand number of faith-based sites Integrate Universal Social Screener into program 	<ul style="list-style-type: none"> At least 1 new VA site Q3 5 new sites Q4 Screener integrated Q2

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

FY23 Budget

Population Health infrastructure-	\$1,440,055
Expand social care integration/system-	\$811,516
Advance/maintain mPINC-	\$50,000
Continue to expand STRONG ACC-	\$320,435
Build a contraceptive health strategy-	\$50,000
Expand population health data capacity-	<u>\$1,407,690</u>
	\$4,079,696

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

FY23 Budget

Expand STRONG Pregnancies and STRONG Starts-	\$2,345,181
Expand Appalachian Highlands Care Network-	\$2,837,328
Expand STRONG link-	\$50,000
Expand Cessation services-	\$283,557
Expand early prenatal care services-	<u>\$97,468</u>
	\$5,613,534

Strategy #3: Enable Community Resources and Sound Health Policy

FY23 Budget

Strengthen community-based programs-	\$3,330,486
Expand mobile services-	\$458,462
Support early detection and intervention-	\$200,000
Expand faith community nursing-	<u>\$79,300</u>
	\$4,068,248

HR/GME Plan – FY23-FY25

The Tennessee Department of Health and the Virginia Department of Health requested KPIs and Targets for this Plan to assist the states with monitoring Ballad's progress towards meeting its minimum annual incremental spending commitment. The KPIs and Targets in this Plan are intended to serve as reference points only and Ballad shall not be penalized for failing to meet a specific KPI or Target if the spending associated with the approved Plan is met by the end of the Fiscal Year.

New 3-Year Plan: FY23 – FY25 Summary

Strategy Approved by TDH/VDH in Current Plan	Strategy Remains for FY23-FY25?	Specific Initiatives	FY 23	FY 24	FY 25	Budgeted Spend in FY23	Estimated Spend in FY24	Estimated Spend in FY25
Strategy #1: Establish the Tennessee Virginia Regional Health Sciences Consortium (TVRHSC)	This strategy is folded into the other strategies.					n/a	n/a	n/a
Strategy #1: Expand Ballad academic infrastructure to support regional academic programs	Modified-#1 Expand Ballad academic infrastructure to support regional academic programs	<ul style="list-style-type: none"> Expand internal preceptor/instructor capacity Expand educational offerings across the Appalachian Highlands Regional community Engagement/pipeline development Continue first four-year plan implementation/operations 	X	X	X	\$2,028,189	\$2,000,000	\$2,000,000
Strategy #3: Develop & Operationalize Consortium Research Infrastructure to Support Health Research in the Region	Modified-#2 Expand Ballad Research infrastructure to support regional research programs	<ul style="list-style-type: none"> Enhance current research Continue first four-year plan implementation/operations 	X	X	X	\$2,082,187	\$3,000,000	\$3,000,000
Strategy #4: Develop and Operationalize an Education and Training Infrastructure to Support the Region	Modified-#3 Develop and support regional research and academic programs	<ul style="list-style-type: none"> New program development Continue program support 	X	X	X	\$5,654,904	\$6,000,000	\$6,000,000
Total Spend						\$9,765,280	\$11,000,000	\$11,000,000

Strategy #1: Expand Ballad Academic Infrastructure to Support Regional Academic Programs

Initiative	Key Action Steps & Dates	KPIs & Targets
Expand Internal Preceptor/Instructor Capacity \$75,000	<ul style="list-style-type: none"> Recruitment and Retention- \$30,000 <ul style="list-style-type: none"> Assessment of current state and interest across Ballad Develop plan for increasing preceptor/instructor capacity Implementation- including active recruitment and contracting Recognition Program- re-recruit preceptors/instructors at end of each academic year 	<ul style="list-style-type: none"> Completed assessment; presented to the monitors Q4 Plan developed Q3 Implementation by Q3 across all Ballad primary service area, with increase in capacity of 10% annually Recognition program initiated Y/N Q4. With 95% recognition of regional preceptors/ instructors in FY23
	<ul style="list-style-type: none"> System-wide scheduling- \$10,000 <ul style="list-style-type: none"> Development of platform for scheduling learner rotations 	<ul style="list-style-type: none"> Scheduling platform developed Q2 Assessment of capacity Q2
	<ul style="list-style-type: none"> Onboarding Program- \$20,000 <ul style="list-style-type: none"> Development Implementation 	<ul style="list-style-type: none"> Developed Y/N Implemented Y/N
	<ul style="list-style-type: none"> Mentor and Professional Development Program- \$15,000 <ul style="list-style-type: none"> Develop focused program of professional development in the area of adult professional learners for preceptors/instructors Assess availability of mentors for preceptors/instructors <ul style="list-style-type: none"> Initiate mentor program 	<ul style="list-style-type: none"> Establish 10 mentors in the system Q3 Create materials for the mentoring process Q4 Record number of mentor relationships established in FY23 (set baseline for future years to monitor the progress)

Strategy #1: Expand Ballad Academic Infrastructure to Support Regional Academic Programs

Initiative	Key Action Steps & Dates	KPIs & Targets
Expand Educational Offerings Across the Appalachian Highlands \$100,000	<ul style="list-style-type: none"> Establish CME tracking system <ul style="list-style-type: none"> Complete training and implementation Increase team member engagement in continuing education-\$10,000 Complete needs assessment 	<ul style="list-style-type: none"> Tracking of number of educational courses offered Q4 Tracking of attendance Q4 Tracking of Ballad and non-Ballad attendees Q4 Tracking of new content offered Q4 Provide accounting of current CME offering for FY22 (Titles and number)
	<ul style="list-style-type: none"> Expand and develop course catalogue for continuing education for regional healthcare professionals- \$20,000 	<ul style="list-style-type: none"> Increase course offerings by 20% Q4
	<ul style="list-style-type: none"> Develop and deploy educational offerings to local primary/secondary schools in key topics in healthcare- \$20,000 	<ul style="list-style-type: none"> Develop 5 course materials Q4 Record the number of schools using the materials Q4 Number of students impacted by the materials (# receiving educational offerings) Q4
	<ul style="list-style-type: none"> Plan regional academics and research summit- \$50,000 (deposit and fees on event to occur in FY24) 	<ul style="list-style-type: none"> Planning work initiated Q3 Provide date set for summit
Regional Community Engagement/Pipeline Development \$525,000	<ul style="list-style-type: none"> Workforce development <ul style="list-style-type: none"> Complete regional workforce analysis- \$350,000 Initiate recruitment/retention marketing campaign- \$50,000 Pipeline development <ul style="list-style-type: none"> Investment/partnership in regional pipeline programs/global health- \$75,000 Development of educational materials on careers in healthcare for primary/secondary schools- \$50,000 	<ul style="list-style-type: none"> Create gap analysis as outlined in the TOC/CA Q3 Recruitment marketing campaign Q3 Identify 3-5 investment opportunities Q4 Develop marketing plan Q3 Career information materials developed Q2 Number of materials distributed Q4

Strategy #1: Expand Ballard Academic Infrastructure to Support Regional Academic Programs

Initiative	Key Action Steps & Dates	KPIs & Targets
Continue First Four Year Plan Implementation/Operations \$1,328,189		<ul style="list-style-type: none"> Annual Report Y/N

FY23 Budget	
Expand internal preceptor capacity-	\$75,000
Expand educational offerings-	\$100,000
Regional engagement/pipeline development-	\$525,000
Continue first four-year plan implementation-	<u>\$1,328,189</u>
	\$2,028,189

Strategy #2: Expand Ballad Research Infrastructure to Support Regional Research Programs

Initiative	Key Action Steps & Dates	KPIs & Targets
Enhance Current Research Capabilities \$350,000	<ul style="list-style-type: none"> Implement research structure based on assessment of the research enterprise at Ballad 	<ul style="list-style-type: none"> Staff retention program Q4 Hire contract analyst Q4 Hire financial analyst Q4
Continue First Four Year Plan Implementation/ Operations \$1,732,187	<ul style="list-style-type: none"> Continue Association for the Accreditation of Human Research Protection Programs (AAHRPP) accreditation process for Ballad Institutional Review Board (IRB)- \$150,000 Expand IRB membership- \$50,000 	<ul style="list-style-type: none"> Initiate contract with consultant for application Q1 Complete IRB policy review for accreditation Q3 Increase membership of IRB by 5 persons Q4 <ul style="list-style-type: none"> New members onboarded Y/N Q4 Complete stipend contracts for members Q4
	<ul style="list-style-type: none"> Clinical trial management system- \$250,000 Redcap deployment- \$0 Infrastructure support for STRONG LINK- \$150,000 	<ul style="list-style-type: none"> CTMS vendor selected Q2 Redcap implemented Q3 Expansion of patient enrollment in STRONG LINK by 10-15% Q4
	<ul style="list-style-type: none"> Continue current research enterprise support- \$1,132,187 <ul style="list-style-type: none"> Ongoing hires: Corporate director, grants writer, research coordinators, Oncology manager 	<ul style="list-style-type: none"> Accounting of current trials and studies annually Q4 Increase number of trials by 5-10% annually Q4 Increase number of patients enrolled in studies by 5-10% Q4 Offers made to open positions Q4

Strategy #2: Expand Ballad Research Infrastructure to Support Regional Research Programs

FY23 Budget

Enhance current research-	\$350,000
Continue first four-year plan implementation-	<u>\$1,732,187</u>
	\$2,082,187

Strategy #3: Develop and Support Regional Research and Academic Programs

Initiative	Key Action Steps & Dates	KPIs & Targets
<p>New Program Development \$3,126,404</p>	<ul style="list-style-type: none"> Implementation of Appalachian Highlands Center for Nursing Advancement- \$1,667,000 	<ul style="list-style-type: none"> Graduates retained in the region Q4 Graduates hired by Ballad Q4 Provide annual report updates on progress toward its three strategic focuses: data; collaboration; advocacy Q4 Number as percentage of total graduates
	<ul style="list-style-type: none"> Implementation of Gatton College of Pharmacy Center (GCOP) for Pharmacy Education, Advocacy and Outreach- \$700,000 	<ul style="list-style-type: none"> Graduates retained in the region Q4 Graduates hired by Ballad Q4 Development and implementation of annual conference Q4 Number of experience hours achieved Q4 Number of community pharmacists trained in addiction/mental health Q4 GCOP faculty as integrated clinical specialists within Ballad facilities Q4 Y/N Creation of report on current state of pharmacy curriculum in the region with recommendations for innovation Q4 Number as percentage of total graduates
	<ul style="list-style-type: none"> Initiate the Southwest Virginia Community College (SVCC) Ultrasonography Technology program- \$192,604 	<ul style="list-style-type: none"> Enrolled students Q4 Graduates retained in region Q4 FY24 Graduates hired by Ballad Q4 FY24 Number as percentage of total graduates
	<ul style="list-style-type: none"> Development of ETSU College of Medicine Department of Psychiatry Fellowship in Child and Adolescent Psychiatry- \$100,000 	<ul style="list-style-type: none"> ACGME approval Q4 Number of fellows Q4 Graduates retained in the region Q4 FY25 Graduates hired by Ballad Q4 FY25 Number as percentage of total graduates

Strategy #3: Develop and Support Regional Research and Academic Programs

Initiative	Key Action Steps & Dates	KPIs & Targets
Continued- New Program Development \$3,126,404	<ul style="list-style-type: none"> STREAMWORKS- \$150,000 	<ul style="list-style-type: none"> Number of STEM events Q4 Number of participants per event Q4 Demographic information on attendees Q4
	<ul style="list-style-type: none"> School of Nursing at Emory & Henry- \$316,800 	<ul style="list-style-type: none"> Enrollment Q4 Projected graduation dates Q4 Actual graduate completion data Q4 FY25 Evidence of faculty hires Q4 Pipeline program development with Smyth county schools Q4 Graduates retained in the region Q4 FY25 Graduates hired by Ballad Q4 FY25
Continuing Program Support \$2,528,500	<ul style="list-style-type: none"> Center for Rural Health Research at ETSU College of Public Health- \$1,500,000 	<ul style="list-style-type: none"> Publications Q4 Presentations Q4 Grants Q4
	<ul style="list-style-type: none"> STRONG BRAIN Institute at ETSU- \$200,000 	<ul style="list-style-type: none"> Publications Q4 Presentations Q4 Grants Q4 Certificate program enrollment Q4

Strategy #3: Develop and Support Regional Research and Academic Programs

Initiative	Key Action Steps & Dates	KPIs & Targets
Continued- Continuing Program Support \$2,528,500	<ul style="list-style-type: none"> Medical Legal Partnership with Appalachian School of Law and Virginia Tech- \$500,000 	<ul style="list-style-type: none"> There are currently 63 metrics collected and reported annually
	<ul style="list-style-type: none"> Dental Residency at Johnston Memorial Hospital and Medical Residencies in SWVA continued support 	<ul style="list-style-type: none"> Number of low/no income patents served by the dental residency Q4 Number of resident graduates retained in the region Q4 Number of resident graduates hired by Ballad Q4 Number as percentage of total graduates
	<ul style="list-style-type: none"> Medical Residency Support and Clinical Environment Enhancement- \$50,000 	<ul style="list-style-type: none"> Annual accounting of new academic projects Q4 Number of residents trained Q4 Number of students trained Q4
	<ul style="list-style-type: none"> Expansion of Addiction Medicine Fellowship at ETSU into SWVA- \$278,500 	<ul style="list-style-type: none"> ACGME Compliment Increase Approval Y/N Graduates retained in the region Q4 Graduates hired by Ballad Q4 Number as percentage of total graduates

FY23 Budget

New program development- \$3,126,404
 Continue program support- \$2,528,500
\$5,654,904

HIE Plan – FY23-FY25

The Tennessee Department of Health and the Virginia Department of Health requested KPIs and Targets for this Plan to assist the states with monitoring Ballad's progress towards meeting its minimum annual incremental spending commitment. The KPIs and Targets in this Plan are intended to serve as reference points only and Ballad shall not be penalized for failing to meet a specific KPI or Target if the spending associated with the approved Plan is met by the end of the Fiscal Year.

New 3-Year Plan: FY23 – FY25 Summary

Strategy Approved by TDH/VDH in Current Plan	Strategy Remains for FY23-FY25?	Specific Initiatives	FY 23	FY 24	FY 25	Budgeted Spend in FY23	Estimated Spend in FY24	Estimated Spend in FY25
Strategy #1: Establish Ballad Health HIE Steering Committee	No. This strategy is complete.	None.	-	-	-	\$0	\$0	\$0
Strategy #2: Conduct Geographic Service Area Interoperability Research	No. This strategy is complete.	None.	-	-	-	\$0	\$0	\$0
Strategy #3: Identify Optimal Portfolio of Interoperability and Assemble Deployment Strategies	Yes- Ongoing expenses associated with this strategy.	<ul style="list-style-type: none"> Continue to support access to Epic CareLink for community providers Engage HealthLink Advisors to assess Ballad’s actions to support HIE to date and determine if they recommend any additional action is necessary to meet the COPA/CA requirements 	X	X	X	\$102,500	\$95,000	\$95,000
Strategy #4: Develop an HIE Recruitment and Support Plan	No. This strategy is complete.	None.	-	-	-	\$0	\$0	\$0
Strategy #5: Participate in ConnectVirginia’s HIE and Other TN/VA Regulatory Programs	Yes- Ongoing expenses associated with this strategy.	<ul style="list-style-type: none"> Continue to support Collective Medical Technologies/EDIE access 	X	X	X	\$177,000	\$177,000	\$177,000
Total Spend						\$279,500	\$272,000	\$272,000

Strategy #1: Establish Ballard Health HIE Steering Committee

Initiative	Key Action Steps & Dates	KPIs & Targets
No additional activity. This strategy is complete.		

FY23 Budget
\$0

Strategy #2: Conduct Geographic Service Area Interoperability Research

Initiative	Key Action Steps & Dates	KPIs & Targets
No additional activity. This strategy is complete.		

FY23 Budget
\$0

Strategy #3: Identify Optimal Portfolio of Interoperability and Assemble Deployment Strategies

Initiative	Key Action Steps & Dates	KPIs & Targets
Ongoing costs to provide access to Epic CareLink to community providers	<ul style="list-style-type: none"> No new actions. 	<ul style="list-style-type: none"> None
Engage HealthLink Advisors to survey community providers in a manner that produces reliable results and ask if the Ballad solution for providing access for community providers to the Ballad medical records for their patients is a solution that meets their reasonable needs	<ul style="list-style-type: none"> Provide scope of work, including a work plan, by July 1, 2022 Complete the engagement by October 1, 2022 Work closely with the monitors as well as HealthLink Advisors to help ensure that the finished product will meet the needs of each state Provide a summary of the Ballad approaches to provide community providers access to the Ballad records of their patients and include in its report the pros, cons, and community provider cost of each solution 	<ul style="list-style-type: none"> Completed assessment from HealthLink Advisors provided to Monitors

FY23 Budget

\$102,500

Strategy #4: Develop an HIE Recruitment and Support Plan

Initiative	Key Action Steps & Dates	KPIs & Targets
No additional activity. This strategy is complete.		

FY23 Budget
\$0

Strategy #5: Participate in ConnectVirginia's HIE and Other TN/VA Regulatory Programs

Initiative	Key Action Steps & Dates	KPIs & Targets
Ongoing costs to support Collective Medical Technologies/EDIE access \$177,000	No new actions.	None

FY23 Budget
\$177,000