



It's your story. We're listening.

Alan Levine
Executive Chairman,
President and Chief Executive Officer

September 30, 2019

303 Med Tech Parkway
Suite 300
Johnson City, TN 37604
tel 423.302.3423
fax 423.302.3447

balladhealth.org

Lisa Piercey, MD, MBA, FAAP
Commissioner
Tennessee Department of Health
710 James Robertson Parkway
Nashville, TN 37243

Dear Commissioner Piercey,

Thank you for the important conversations we have had with you and your staff about the Population Health Plan associated with the Certificate of Public Advantage. We appreciate your interest in aligning the state plans, regional plans, and the work of the Northeast Tennessee and Southwest Virginia Accountable Care Community to achieve the most meaningful impact for our region.

We all recognize the generational opportunity presented and want to ensure clear public advantage for the people we collectively serve and want to be sure the state has an informed understanding of the focus of the Accountable Care Community and the opportunity to align approaches. The document that follows outlines the approach of the Accountable Care Community and notes opportunities for alignment with Ballad Health's intervention work and the research work of the ETSU College of Public Health and its Center for Rural Research as well as other academic institutions.

We look forward to discussing these documents with you and your staff in more detail in the coming weeks. Through the will and wisdom of our two states and the collective influence of Ballad Health and our Accountable Care Community, the stage is set to create a national model for health and well-being in our region and a landmark research effort to transform rural communities.

Sincerely,

A handwritten signature in blue ink, appearing to read "Alan M. Levine". The signature is fluid and cursive.

Alan Levine

cc: M. Norman Oliver, MD, MA,
State Health Commissioner, Virginia Department of Health

Herbert H. Slatery III,
Tennessee Attorney General

Janet Kleinfelter
Tennessee Deputy Attorney General

Jeff Ockerman, Director, Division of Health Planning
Tennessee Department of Health

Larry Fitzgerald
Tennessee COPA Monitor

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

Dennis Barry
Southwest Virginia Health Authority

Joseph Hilbert
Deputy Commissioner for Governmental and Regulatory Affairs
Virginia Department of Health

Judi Knecht
Population Health Program Manager
Tennessee Department of Health

Kevin Meyer
COPA Analyst, Virginia Department of Health

Lina Zimmerman
COPA Analyst, Virginia Department of Health

Tim Belisle
EVP & General Counsel, Ballad Health

Gary Miller
SVP Ballad Health, COPA Compliance Officer

Claire Cowart Haltom
Baker Donelson