

FY23-FY25 PLANS (FY24 Budgets)

Behavioral Health Plan – FY23-FY25 (FY24 Budget)

The internal Ballad annual operating and capital budget concludes by no later than June 30th of each year in time for the start of next fiscal year on July 1st.

The annual operating and capital budget is not final until being approved by the Ballad board of directors, which currently occurs at the August board meeting.

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

C - Capital Plan Budgeted Spend
*** Includes capital and operational expense**

| 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 | Budgeted 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 | \$3,293,469 | \$3,500,000 |
| 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 | \$1,763,869 | \$2,000,000 |
| 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 | \$484,389 | \$500,000 |
| 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 | \$7,374,202* | \$4,250,000 |
| | | | X | X | X | | C- \$3,607,342 | |
| 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 | \$3,210,346* | \$3,000,000 |
| | | | X | X | X | | C- \$60,000 | |
| Strategy #5 – Behavioral Health Telehealth Implementation - NEW | Yes | <ul style="list-style-type: none"> Optimize and expand telehealth services | X | X | X | \$385,518 | \$879,017* | \$1,000,000 |
| | | | | | | | C- \$50,000 | |
| Total Spend | | | | | | \$9,374,526 | \$17,005,292* | \$14,250,000 |
| | | | | | | | C- \$3,717,342 | |



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

| Initiative | Key Action Steps & Dates | FY23 KPIs & Targets | FY24 KPIs & Targets |
|--|---|--|--|
| Continue and build Behavioral Health Infrastructure FY23: \$2,312,557 FY24: \$3,293,469 | <ul style="list-style-type: none"> Maintain current staffing and operations (recurring spend of salary and benefits) - \$3,293,469 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 COMPLETE Post Data Analyst position (1.0 FTE) (Ongoing from FY23 plan) <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 Repost Marketing position (0.5 FTE) (Ongoing from initial 3-year plan) Repost Clinical Educator (1.0 FTE) (Ongoing from FY22 plan) COMPLETE Repost Outreach Manager (1.0 FTE) (Ongoing from initial 3-year plan) Post Reimbursement Specialist and/or engage reimbursement consultant (1.0 FTE) (Q1 FY24) Evaluate needs for growth | <ul style="list-style-type: none"> Y/N CMO hired Data Analyst hired Y/N Clinical Educator hired Y/N Y/N | <ul style="list-style-type: none"> Y/N Data Analyst hired Y/N Marketing position hired Y/N Outreach manager hired Y/N Reimbursement Specialist/Consultant retained Y/N Y/N |

FY23 Budget

Continue and build Behavioral Health Infrastructure- \$2,312,557
\$2,312,557

FY24 Budget

Continue and build Behavioral Health Infrastructure- \$3,293,469
\$3,293,469

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

| Initiative | Key Action Steps & Dates | FY23 KPIs & Targets | FY24 KPIs & Targets |
|---|--|--|---|
| <p>Support academic programs for mental health professionals</p> <p>FY23: \$427,555 FY24: \$1,605,419</p> | <p>Child/Adolescent Psychiatry Fellowship at ETSU (tied to HR/GME plan)- \$97,000</p> <ul style="list-style-type: none"> Implementation of operational plan at ETSU (Q3 FY23) (Ongoing from FY23 plan) <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) (Ongoing from FY23 plan) <ul style="list-style-type: none"> Hire Consult Liaison attending Recruitment and supply cost <p>❖ Behavioral Health will be responsible for operational expenses and HR/GME will be responsible for academic expenses</p> | <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 | <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 Consult Liaison attending hired Y/N |

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

| Initiative | Key Action Steps & Dates | FY23 KPIs & Targets | FY24 KPIs & Targets |
|--|--|--|---|
| <p>Continued- Support academic programs for mental health professionals</p> <p>FY23: \$427,555 FY24: \$1,605,419</p> | <p>Further expansion of the Addiction Medicine Fellowship (tied to HR/GME plan)- Ongoing Operational Expense \$1,435,864</p> <ul style="list-style-type: none"> • Identification of clinical facility for rotational model in SWVA (Q2 FY23) COMPLETE • Hiring of Faculty and Staff (Q3 FY23) (Ongoing from FY23 plan) <ul style="list-style-type: none"> • Additional Addictionologist, Therapist, Case Manager, Nurse, and Certified Peer Recovery Specialist • Identification of new space to house Addiction Medicine Fellowship and provide clinic operations (Q1 FY24) <p>❖ Behavioral Health will be responsible for operational expenses and HR/GME will be responsible for academic expenses</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) | <ul style="list-style-type: none"> • Clinical rotation started Y/N • Offers made to faculty and staff Y/N • # of faculty and staff hired (will list position detail) • New clinical facility identified Y/N |
| | <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 (Ongoing yearly expense from FY23 plan) <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 | <ul style="list-style-type: none"> • # of students identified • # of contracts executed |

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

| Initiative | Key Action Steps & Dates | FY23 KPIs & Targets | FY24 KPIs & Targets |
|--|---|--|--|
| <p>Expand mental health resources for health care professionals</p> <p>FY23: \$101,250 FY24: \$158,450</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) (Ongoing from FY23 plan) – Operational expense \$83,450 <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) (Ongoing from FY23 plan) - Operational expense \$75,000 | <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 | <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 Ballard Health Behavioral Services Infrastructure: Workforce Development

FY23 Budget

| | |
|--|------------------|
| Child/Adolescent Psychiatric Fellowship- | \$5,000 |
| Expansion of Addiction Medicine Fellowship- | \$350,000 |
| Student Scholarships- | <u>\$72,555</u> |
| <i>Total Academic programs support-</i> | <i>\$427,555</i> |
| | |
| Schwartz Rounds- | \$76,250 |
| Online Mental Wellness- | <u>\$25,000</u> |
| <i>Total Mental health resource expansion-</i> | <i>\$101,250</i> |
| | |
| | \$528,805 |

FY24 Budget

| | |
|--|--------------------|
| Child/Adolescent Psychiatric Fellowship- | \$97,000 |
| Expansion of Addiction Medicine Fellowship- | \$1,435,864 |
| Student Scholarships- | <u>\$72,555</u> |
| <i>Total Academic programs support-</i> | <i>\$1,605,419</i> |
| | |
| Schwartz Rounds- | \$83,450 |
| Online Mental Wellness- | <u>\$75,000</u> |
| <i>Total Mental health resource expansion-</i> | <i>\$158,450</i> |
| | |
| | \$1,763,869 |

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

| Initiative | Key Action Steps & Dates | FY23 KPIs & Targets | FY24 KPIs & Targets |
|---|---|---|---|
| <p>Optimization and expansion of current integrated sites</p> <p>FY23: \$474,240 FY24: \$484,389</p> | <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) Ongoing Operational Expense - \$484,389 Evaluate the need for additional integrated sites, develop and implement plans for expansion as needed (Q3 FY23) (Ongoing from FY23 plan) <ul style="list-style-type: none"> Add Psychiatrist in SWVA (1.0 FTE)(Q1 FY24) Hire Behavioral Health Nurse (LPN) in SWVA (1.0 FTE)(Q1 FY24) | <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 | <ul style="list-style-type: none"> # of new team members hired # of visits with Behavioral Health providers per site / month Psychiatrist hired Y/N LPN hired Y/N |

FY23 Budget

Total Behavioral Health integrated site infrastructure- \$474,240

FY24 Budget

Total Behavioral Health integrated site infrastructure- **\$484,389**

Strategy #3: Supplement Existing Regional Crisis System:

| Initiative | Key Action Steps & Dates | FY23 KPIs & Targets | FY24 KPIs & Targets |
|--|---|--|---|
| <p>Optimization of Inpatient and Support Services</p> <p>FY23: \$1,816,110 FY24: \$2,654,944* C: \$1,000,000</p> | <p>Respond Expansion (Crisis assessment/patient flow services)- Ongoing Operational Expense \$213,252</p> <ul style="list-style-type: none"> Maintain staffing and operations (ongoing from initial 3-year and FY22 plans) <ul style="list-style-type: none"> Hire FTEs to support operational growth as needed | <ul style="list-style-type: none"> # of crisis assessments performed /month # of calls handled/month | <ul style="list-style-type: none"> # of crisis assessments performed /month # of calls handled/month # of new FTEs hired |
| | <p>Transportation services (ongoing from initial 3-year plan)- Ongoing Operational Expense \$351,994</p> <ul style="list-style-type: none"> Maintain staffing and current operations of transport services (ongoing) Purchase additional van (Q3 FY23) COMPLETE Hire 2 additional FTEs (Q3 FY23) COMPLETE | <ul style="list-style-type: none"> Y/N Van purchased FTEs hired Y/N # of transports completed /month | <ul style="list-style-type: none"> Y/N # of transports completed /month |

C - Capital Plan Budgeted Spend

*** Includes capital and operational expense**

Strategy #3: Supplement Existing Regional Crisis System:

| Initiative | Key Action Steps & Dates | FY23 KPIs & Targets | FY24 KPIs & Targets |
|--|--|--|--|
| <p>Continued- Optimization of Inpatient and Support Services</p> <p>FY23: \$1,816,110 FY24: \$2,654,944* C: \$1,000,000</p> | <p>SBIRT (ongoing from initial 3-year and FY22 plans)- Ongoing Operational Expense \$504,491</p> <ul style="list-style-type: none"> Maintain staffing and operations as described in previous plans (ongoing) | <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 | <ul style="list-style-type: none"> Y/N # of filled positions # of vacant positions Increase the number of SBIRT screenings by 10% above FY23 Y/N |
| | <p>24/7 Walk-in at Woodridge (Projected Operational loss)- \$316,584</p> <ul style="list-style-type: none"> Complete construction and open services (Q2 FY23) COMPLETE Hire walk-in support staff (4.0 FTE) FY24 | <ul style="list-style-type: none"> Construction complete Services operational Serve a minimum of 100 walk in patients per month Y/N # of patients seen per month | <ul style="list-style-type: none"> Serve a minimum of 100 walk in patients per month Y/N # of patients seen per month Staff hired Y/N |

C - Capital Plan Budgeted Spend

*** Includes capital and operational expense**

Strategy #3: Supplement Existing Regional Crisis System:

| Initiative | Key Action Steps & Dates | FY23 KPIs & Targets | FY24 KPIs & Targets |
|--|--|---|---|
| <p>Continued- Optimization of Inpatient and Support Services</p> <p>FY23: \$1,816,110 FY24: \$2,654,944* C: \$1,000,000</p> | <p>Care Coordinators for post discharge follow up- Ongoing operational expense \$98,844</p> <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) COMPLETE Maintain staffing and operations (FY24) | <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 | <ul style="list-style-type: none"> 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 |
| | <ul style="list-style-type: none"> Build Behavioral Health Case Management Team –Operational expense \$169,778 <ul style="list-style-type: none"> Post position for a Behavioral Health Case Manager II to perform system wide catastrophic case management (1.0 FTE) (Q1 FY24) Post position for a Manager, PRM Behavioral Health for Virginia (1.0 FTE) (Q1 FY24) Evaluate and implement behavioral health case managers as needed to support patients in the ED and acute care settings | | <ul style="list-style-type: none"> Team members hired Y/N (will list position detail) |

C - Capital Plan Budgeted Spend
* Includes capital and operational expense

Strategy #3: Supplement Existing Regional Crisis System:

| Initiative | Key Action Steps & Dates | FY23 KPIs & Targets | FY24 KPIs & Targets |
|--|---|--|---|
| <p>Expand Community Programs</p> <p>FY23:\$416,216 FY24: \$1,100,366</p> | <p>Implement school-based behavioral health support systems- \$331,662</p> <ul style="list-style-type: none"> • Create Critical Incident Stress Management (CISM) response team to deploy to school settings as necessary Ongoing operational expense - \$131,662 <ul style="list-style-type: none"> • Hire 2 FTEs (Q3 FY23) (Ongoing from FY23 plan) • Pilot Stress Relief Lounges in school-based settings (Q2 FY23) COMPLETE <ul style="list-style-type: none"> • Environmental resources (couch, reading material, lighting, music) • Training for student and volunteer peer support • Expand Stress Relief Lounges to 3 additional school systems (Phased approach throughout FY24) –Operational expense plus supplies \$200,000 <ul style="list-style-type: none"> • Environmental resources (couch, reading material, lighting, music) • Training for student and volunteer peer support • Contract with partner to provide resiliency training | <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 | <ul style="list-style-type: none"> • CISM staff hired Y/N • # of incident responses/month • # of sites • # of students and volunteers trained |

Strategy #3: Supplement Existing Regional Crisis System:

| Initiative | Key Action Steps & Dates | FY23 KPIs & Targets | FY24 KPIs & Targets |
|--|---|---|---|
| <p>Continued- Expand Community Programs</p> <p>FY23: \$416,216 FY24: \$1,100,366</p> | <p>Sexual Assault Nurse Examiner (SANE) Program- provides post trauma care and emotional support- Ongoing operational expense \$199,388</p> <ul style="list-style-type: none"> Maintain staffing and operations for SANE program (ongoing from FY23 plan) <ul style="list-style-type: none"> Hire SANE Nurse Manager Hire SANE RN | <ul style="list-style-type: none"> # of nursing FTE's hired Pilot site identified Y/N | <ul style="list-style-type: none"> # of nursing FTE's hired |
| | <p>Community Navigators for Pediatric Crisis Support- Ongoing operational expense \$192,858</p> <ul style="list-style-type: none"> Implement pediatric crisis support system Hire 4 FTEs to support the following locations (Q4 FY23) (Ongoing from FY23 plan) <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 | <ul style="list-style-type: none"> Staff hired Y/N # of kids served |

Strategy #3: Supplement Existing Regional Crisis System:

| Initiative | Key Action Steps & Dates | FY23 KPIs & Targets | FY24 KPIs & Targets |
|--|--|---|--|
| <p>Continued- Expand Community Programs</p> <p>FY23: \$416,216 FY24: \$1,100,366</p> | <p>Partner with Frontier Health to form an Intensive Treatment Team (FY24) – Operational expense \$376,458</p> <ul style="list-style-type: none"> • Program to identify/address root causes and care coordination for behavioral health patients with high recidivism rates • Identify and enroll patients in the program | | <ul style="list-style-type: none"> • # of patients enrolled • Decrease ED visits by 50% for enrollees • Decrease IP psychiatric hospitalization by 50% for enrollees |
| <p>Expand Outpatient Services</p> <p>FY23: \$2,523,368 FY24: \$4,618,893* C: \$3,607,342</p> | <ul style="list-style-type: none"> • 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) (Ongoing from FY23 plan) – Capital \$1,282,302; Operational \$281,022 <ul style="list-style-type: none"> • Hire staff to support service (Q3 FY24) <ul style="list-style-type: none"> • Child/Adolescent Psychiatrist (2.0 total FTE) • Advanced Practice Providers (2.0 FTE) • Therapists • Support Staff • Add Transcranial Magnetic Stimulation (TMS) as a new service • Relocate and expand current adult outpatient clinic to provide added capacity and Intensive Outpatient Services- capital and operating expense (Q4 FY23) (Ongoing from FY23 plan) - Capital \$1,825,040; Operational \$51,539 <ul style="list-style-type: none"> • Psychiatrist (2.0 FTE) (Q3 FY24) • Advanced Practice Providers (2.0 FTE) (Q3 FY24) • Hire additional staff to meet demand • Evaluation of additional specialized behavioral health services | <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • Construction on schedule Y/N • Staff hired Y/N • Set clinic volume baseline in FY24 and increase by 25% in FY25 Y/N • # of TMS procedures/month • 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 |

C - Capital Plan Budgeted Spend
* Includes capital and operational expense

Strategy #3: Supplement Existing Regional Crisis System:

| Initiative | Key Action Steps & Dates | FY23 KPIs & Targets | FY24 KPIs & Targets |
|---|---|---------------------|---|
| <p>Continued - Expand Outpatient Services</p> <p>FY23: \$2,523,368 FY24: \$4,618,893* C: \$3,607,342</p> | <ul style="list-style-type: none"> Open Outpatient Behavioral Health clinic in Bristol FY24 - Capital \$500,000 and Operational Expenses \$73,440 Hire Staff to support services (Q4 FY24) <ul style="list-style-type: none"> Psychiatrist (0.5 FTE) APP (1.0 FTE) Therapist (1.0 FTE) Support Staff (1.0 FTE) | | <ul style="list-style-type: none"> Clinic open Y/N # of clinic visits per month |
| | <p>Maintain staffing and operations at new and incremental outpatient clinics approved in previous plans – Operational Losses \$605,550 (FY24)</p> <ul style="list-style-type: none"> Kingsport Greeneville Rogersville Big Stone Gap <ul style="list-style-type: none"> Add staff as needed to scale services to meet demand | | <ul style="list-style-type: none"> # of additional staff hired Y/N (will list position detail) # of visits per site / month |

C - Capital Plan Budgeted Spend
 * Includes capital and operational expense

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 |

FY24 Budget

| | |
|--|-----------------------|
| Respond Services- | \$213,252 |
| Transportation Services- | \$351,994 |
| SBIRT- | \$504,491 |
| WPH 24/7 Walk-in additional supporting staff- | \$316,584 |
| Care Coordinators- | \$98,844 |
| Behavioral Health Case Management team- | <u>\$169,778</u> |
| <i>Optimization of Inpatient and Support Services-</i> | <i>\$1,654,943</i> |
| School based support systems (CISM & Stress Relief Lounges)- | \$331,662 |
| SANE- | \$199,388 |
| Pediatric Community Navigators- | \$192,858 |
| Intensive Treatment Team- | <u>\$376,458</u> |
| <i>Expand Community Programs-</i> | <i>\$1,100,366</i> |
| New Child/Adolescent Clinic in JC- capital- | \$1,282,302 |
| New Child/Adolescent Clinic in JC- operational- | \$281,022 |
| Adult Expansion with IOP in JC- | \$1,825,040 |
| Adult Expansion with IOP in JC- operational- | \$51,539 |
| OP Clinic in Bristol- | \$573,440 |
| Ongoing Operating Loss Expansion Clinics- | <u>\$605,550</u> |
| <i>Expand Outpatient Services-</i> | <i>\$4,618,893</i> |
| | \$7,374,202* |
| | C: \$3,607,342 |

C - Capital Plan Budgeted Spend
 * Includes capital and operational expense

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

| Initiative | Key Action Steps & Dates | FY23 KPIs & Targets | FY24 KPIs & Targets |
|--|---|--|---|
| <p>Expansion of Addiction Treatment Services</p> <p>FY23: \$855,068 FY24: \$2,890,703* C: \$60,000</p> | <p>STRONG Futures (Greeneville Women’s Recovery Project)- Ongoing Operating Loss- \$2,561,535</p> <ul style="list-style-type: none"> Maintain staffing & operations of current Outpatient Clinic & Living Center (ongoing from initial 3-year and FY22 plans) ❖ Operational loss assumes current funding sources only. The team will continue to work to identify alternative funding sources such as grants, philanthropy, and improved contracting rates for covered services. | <p># of unduplicated families served</p> <p># of mothers/children utilizing the Living Center</p> | <p># of unduplicated families served</p> <p># of mothers/children utilizing the Living Center</p> |
| | <p>Strong Futures Outpatient Expansion – Operating Loss \$219,168 (FY24)</p> <ul style="list-style-type: none"> Kingsport, TN (Q2 FY23) (Ongoing from FY23 plan) <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 | <ul style="list-style-type: none"> Kingsport clinic open Y/N Staff onboarded Y/N |
| | <p>Expansion of services at Overmountain Recovery in Gray, TN- Capital expense \$60,000</p> <ul style="list-style-type: none"> Hire second physician (Q2 FY23) (Q1 FY24) Hire additional staff to support growth as needed Expand into adjoining suites via phased approach to allow for volume growth (existing BH Admin and Respond suites) - capital and operational expense (Q3 FY23) (ongoing from FY23 plan) | <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 | <ul style="list-style-type: none"> Physician hired Y/N # of additional staff hired Construction complete Y/N Grow clinic volume by 10% over FY23 baseline Y/N |

C - Capital Plan Budgeted Spend

*** Includes capital and operational expense**

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

| Initiative | Key Action Steps & Dates | FY23 KPIs & Targets | FY24 KPIs & Targets |
|--|---|--|--|
| <p>Continued- Expansion of Addiction Treatment Services</p> <p>FY23: \$855,068 FY24: \$2,890,703* C: \$60,000</p> | <p>Pilot MAT Initiation in the ED setting Educate and roll out in phased approach</p> <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 Expand to all Ballad EDs in a phased approach in FY24 Naloxone Distribution – work with Population Health to develop a strategy based on highest need (Operational Expense) \$50,000 | <ul style="list-style-type: none"> Pilot (JCMC) complete Y/N # of patients discharged with a bridge order for suboxone | <ul style="list-style-type: none"> Pilot (JCMC) complete Y/N # of EDs implemented # of patients discharged with a bridge order for suboxone # of Naloxone kits distributed |

C - Capital Plan Budgeted Spend
* Includes capital and operational expense

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

| Initiative | Key Action Steps & Dates | FY23 KPIs & Targets | FY24 KPIs & Targets |
|---|---|---|---|
| Expansion of Recovery Ecosystem FY23: \$62,644 FY24: \$319,643 | Invest in Recovery Housing projects - \$100,000 Develop Recovery Housing Strategy Partner as needed- focus on housing for strong futures population | | |
| | Peer Recovery Specialists embedded into Inpatient Psychiatric settings - Ongoing Operational Expenses \$144,643 <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 (carry over to Q1 FY24) • Ridgeview (VA) – 1 FTE | <ul style="list-style-type: none"> • CPRS on boarded Y/N | <ul style="list-style-type: none"> • CPRS on boarded Y/N |
| | Host a Recovery Symposium focused on prevention, addiction treatment, and recovery ecosystem – Operational Expense \$75,000 | | <ul style="list-style-type: none"> • Planning complete Y/N • # of attendees |

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

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- | <u>\$2,644</u> |
| <i>Expansion of Addiction Treatment Services-</i> | <i>\$855,068</i> |
| <i>Expansion of Recovery Ecosystem-</i> | <u><i>\$62,644</i></u> |
| | \$917,712 |

FY24 Budget

| | |
|---|---------------------|
| Strong Futures Greeneville Operational Losses- | \$2,561,535 |
| Strong Futures Expansion OP sites- | \$219,168 |
| Expansion of Overmountain Recovery(capital)- | \$60,000 |
| Naloxone distribution- | <u>\$50,000</u> |
| <i>Expansion of Addiction Treatment Services-</i> | <i>\$2,890,703</i> |
| Invest in Recovery Housing Projects- | \$100,000 |
| Peer Recovery Specialists- | \$144,643 |
| Recovery Symposium- | <u>\$75,000</u> |
| <i>Expansion of Recovery Ecosystem-</i> | <i>\$319,643</i> |
| | \$3,210,346* |
| | C- \$60,000 |

C - Capital Plan Budgeted Spend
*** Includes capital and operational expense**

Strategy #5: Behavioral Health Telehealth Implementation

| Initiative | Key Action Steps & Dates | FY23 KPIs & Targets | FY24 KPIs & Targets |
|--|---|---|--|
| <p>Optimize and expand telehealth services</p> <p>FY23: \$385,518 FY24: \$879,017* C: \$50,000</p> | <p>Provide Psychiatric Consult Liaison (C/L) services Ongoing Operational Expenses \$829,017</p> <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) COMPLETE Add new C/L services to community hospital settings (Q2 FY23) COMPLETE Begin planning for building internal structure to provide Consult Liaison services Hire staff as needed | <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 | <ul style="list-style-type: none"> 90% of consults seen within 24 hours Y/N # of new TMs hired |
| | <p>Telehealth in PC/BH Integrated sites-</p> <ul style="list-style-type: none"> Cost of IT equipment to roll out telehealth to existing PC/BH integrated clinic COMPLETE | <ul style="list-style-type: none"> Y/N # of tele visits completed/month | |
| | <p>Add telehealth options for Behavioral Health Outpatients- Capital expense \$25,000</p> <ul style="list-style-type: none"> Implement telehealth in all behavioral health clinics (Q4 FY23)(Ongoing from FY23 plan) | <ul style="list-style-type: none"> Telehealth implemented Y/N Increase tele visits by 10% Y/N | <ul style="list-style-type: none"> Increase tele visits by 5% over FY23 Y/N |
| | <p>Telehealth School based initiatives- Capital expense \$25,000</p> <ul style="list-style-type: none"> Choose School / School System for tele-behavioral pilot (Q2 FY23) COMPLETE Purchase IT equipment Hire staff as needed to support services Develop workflow for tele-behavioral (Q2 FY23)(Ongoing from FY23) Implement tele-behavioral (Q4 FY23) (Ongoing from FY23 plan) Scale tele behavioral services to interested school systems | <ul style="list-style-type: none"> Pilot site identified Y/N Services launched Y/N # of students served | <ul style="list-style-type: none"> # of sites implemented # of staff hired # of students served |

C - Capital Plan Budgeted Spend
* Includes capital and operational expense

Strategy #5: Behavioral Health Telehealth Implementation

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- | <u>\$20,000</u> |
| | \$385,518 |

FY24 Budget

| | |
|---|-------------------|
| Psychiatric Consult Liaison ongoing expense- | \$829,017 |
| Telehealth in all OP Behavioral Health clinics- | \$25,000 |
| Telehealth School Based Initiatives- | <u>\$25,000</u> |
| | \$879,017* |
| | C-\$50,000 |

C - Capital Plan Budgeted Spend
*** Includes capital and operational expense**

Children's Health Plan – FY23-FY25 (FY24 Budget)

The internal Ballad annual operating and capital budget concludes by no later than June 30th of each year in time for the start of next fiscal year on July 1st.

The annual operating and capital budget is not final until being approved by the Ballad board of directors, which currently occurs at the August board meeting.

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

C - Capital Plan Budgeted Spend
*** Includes capital and operational expense**

| 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 | Budgeted Spend in FY24 | Estimated Spend in FY25 |
|--|---------------------------------|---|------------------|------------------|------------------|------------------------|---|-------------------------|
| 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 | Yes | <ul style="list-style-type: none"> Support Miracle Field in Kingsport Develop strategies for increased physician engagement throughout the Ballad Health service area. Support Network expansion | X X X | X X X | X X X | \$1,546,112 | \$1,754,493 | \$1,972,119 |
| Strategy #2: Create environments for children and families within Ballad 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 | \$120,600 | \$120,600 |
| 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 | \$437,000* C-\$277,000 | \$437,000 |



New 3-Year Plan: FY23 – FY25 Summary

C - Capital Plan Budgeted Spend
* Includes capital and operational expense

| 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 | Budgeted 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 | \$5,711,274 | \$5,711,274 |
| 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 | \$221,000 | \$221,000 |
| Total Spend | | | | | | \$8,934,362 | \$8,244,367 | \$8,461,993 |

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 | FY23 KPIs & Targets | FY24 KPIs & Targets |
|---|---|---|---|
| <p>Maintain and evaluate additional resources needed for support of network expansion</p> <p>FY23: \$1,446,112 FY24: \$1,704,493</p> | <ul style="list-style-type: none"> • Maintain infrastructure • Data analytics (1.0 FTE) COMPLETE • NsCN Quality Coordinator (1.0 FTE) • NsCN AVP Program Operations (1.0 FTE) Replace director of CRC with a manager level position COMPLETE • NsCN Director of Clinical Services (1.0 FTE) COMPLETE • Reallocate clinical specialist FTE to NICU –position unfilled from FY22 COMPLETE • Nursing Supervisor (1.0 FTE) COMPLETE • Medical Social Worker (1.0 FTE) COMPLETE • Pediatric Pharmacy Specialist • Marketing and Communications Coordinator | <ul style="list-style-type: none"> • Hired Y/N | <ul style="list-style-type: none"> • Hired Y/N |
| <p>Miracle Field</p> <p>FY23: \$50,000 FY24: \$0</p> | <ul style="list-style-type: none"> • Support Miracle Field in Kingsport, TN COMPLETE | <ul style="list-style-type: none"> • Investment made Y/N - FY23 only <p>Per amendment approval:</p> <ul style="list-style-type: none"> • Ballard Health will report annual utilization statistics for the Miracle Field to both states using information provided by the city of Kingsport • Ballard 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 | <ul style="list-style-type: none"> • Investment made Y/N - FY23 only <p>Per amendment approval:</p> <ul style="list-style-type: none"> • Ballard Health will report annual utilization statistics for the Miracle Field to both states using information provided by the city of Kingsport • Ballard 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 | FY23 KPIs & Targets | FY24 KPIs & Targets |
|--|--|---|---|
| Develop strategies for increased physician participation in quality improvements efforts for the Niswonger Children’s Network FY23: \$50,000 FY24: \$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 COMPLETE | <ul style="list-style-type: none"> Develop 2 quality projects involving community physicians Y/N Medical Director Hired Y/N | <ul style="list-style-type: none"> Develop 2 quality projects involving community physicians Y/N |

| FY23 Budget |
|---|
| Infrastructure- \$1,544,754 Miracle Field- \$50,000 Physician quality- <u>\$50,000</u> \$1,546,112 |

| FY24 Budget |
|---|
| Infrastructure- \$1,704,493 Physician quality- <u>\$50,000</u> \$1,754,493 |

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 | FY23 KPIs & Targets | FY24 KPIs & Targets |
|---|---|---|--|
| Expand the Niswonger pediatric complex care program FY23: \$47,580 FY24: \$120,600 | <ul style="list-style-type: none"> Increase patient enrollment in the service COMPLETE Hire 1.0 FTE community health worker for the service COMPLETE Hire 1.0 FTE RN 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 | <ul style="list-style-type: none"> Ballad Health will increase enrollment 30% above FY 23 enrollment by FY25 Y/N Hired Y/N |

FY23 Budget

Complex care program- \$47,580
\$47,580

FY24 Budget

Complex care program- \$120,600
\$120,600

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

| Initiative | Key Action Steps & Dates | FY23 KPIs & Targets | FY24 KPIs & Targets |
|--|---|---|---|
| <p>Expand telehealth support for women and children in the Ballad Health service area</p> <p>FY23: \$60,000 FY24: \$337,000* C: 277,000</p> | <ul style="list-style-type: none"> Perform gap assessment for subspecialty coverage Expand school based telemedicine, setting a goal of 5 new school systems Formulize expansion plan in targeted services <ul style="list-style-type: none"> 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 | <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 School MOU agreements signed Number of schools enrolled >or= 5 |
| <p>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)</p> <p>FY23: \$100,00 FY24: \$100,000</p> | <ul style="list-style-type: none"> Explore and establish opportunities for partnership in providing telehealth support | <ul style="list-style-type: none"> Establish one formal partnership for telehealth support Y/N | <ul style="list-style-type: none"> Establish one formal partnership for telehealth support Y/N |

C - Capital Plan Budgeted Spend
 * Includes capital and operational expense

| FY23 Budget | |
|-----------------------|------------------|
| Telehealth support- | \$60,000 |
| Explore partnerships- | \$100,000 |
| | <u>\$160,000</u> |

| FY24 Budget | |
|-----------------------|------------------|
| Telehealth support- | \$337,000 |
| Explore partnerships- | \$100,000 |
| | <u>\$437,000</u> |



Strategy #4: Recruit and Retain Subspecialists

| Initiative | Key Action Steps & Dates | FY23 KPIs & Targets | FY24 KPIs & Targets |
|--|---|--|---|
| <p>Open recruitment for gaps in subspecialty coverage and retention of existing providers</p> <p>FY23: \$6,965,670 FY24: \$5,711,274</p> | <ul style="list-style-type: none"> Pediatric neurology (0.8 clinical FTE plus academic support) COMPLETE Pediatric radiology (Support to Mountain Empire Radiology) Pediatric anesthesia (1 full anesthesia team) Pediatric pulmonology (0.8 clinical FTE plus academic support) COMPLETE Pediatric nephrology (0.8 clinical FTE plus academic support) Pediatric rheumatology (0.5 clinical FTE plus academic support) COMPLETE Pediatric urology (CCHMC agreement) Geneticist (faculty assistance agreement) COMPLETE 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 COMPLETE | <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 | <p>Specialty coverage obtained/maintained:</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

FY24 Budget
\$5,711,274

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

| Initiative | Key Action Steps & Dates | FY23 KPIs & Targets | FY24 KPIs & Targets |
|---|--|--|--|
| Develop project plan for pediatric quality improvement FY23: \$0 FY24: \$0 | <ul style="list-style-type: none"> Assign to project manager COMPLETE 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 | <ul style="list-style-type: none"> Team formed Y/N Plan developed Y/N |
| Determine educational resources needed for trauma prevention FY23: \$0 FY24: \$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 | <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 FY23: \$0 FY24: \$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 | <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 |

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

| Initiative | Key Action Steps & Dates | FY23 KPIs & Targets | FY24 KPIs & Targets |
|---|--|---|---|
| Continue current pediatric ED infrastructure FY23: \$215,000 FY24: \$221,000 | <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 | <ul style="list-style-type: none"> Maintained Y/N Status provided during each quarterly meeting |

| FY23 Budget |
|-------------|
| \$215,000 |

| FY24 Budget |
|------------------|
| \$221,000 |

Rural Health Plan – FY23-FY25 (FY24 Budget)

The internal Ballad annual operating and capital budget concludes by no later than June 30th of each year in time for the start of next fiscal year on July 1st.

The annual operating and capital budget is not final until being approved by the Ballad board of directors, which currently occurs at the August board meeting.

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

C - Capital Plan Budgeted Spend
* Includes capital and operational expense

| 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 | Budgeted 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 | X | X | X | \$760,746 | \$916,276 | \$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 | \$1,015,718 | \$4,433,321* C:\$195,000 | \$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 | \$552,660 | \$500,200 | \$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 Establish new Tele-neurology system platform | X | X | X | \$767,000 | \$1,452,884* C:\$199,221 | \$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 | \$15,133 | \$8,676 |
| Total Spend | | | | | | \$3,104,800 | \$7,317,814 | \$5,619,205 |

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

| Initiative | Key Action Steps & Dates | FY23 KPIs & Targets | FY24 KPIs & Targets |
|--|--|--|--|
| <p>Continue recruitment efforts of key identified primary care providers in our rural markets</p> <p>FY23: \$760,746 FY23 projected details below: MD (2) APP (3) Women’s Health APP (2)</p> <p>FY24: \$916,276</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 COMPLETE Hawkins County Cocke County Recruit Women’s Health APP in the following counties: <ul style="list-style-type: none"> Wise County, VA COMPLETE 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 and approval as an amendment). | <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 <ul style="list-style-type: none"> Date Construction started Date Construction completed | <ul style="list-style-type: none"> Sign LOIs with 2-3 clinicians to start in FY24 and/or FY25 (State and county detail will be provided) with start dates as they occur <ul style="list-style-type: none"> Date Construction started Date Construction completed |

| FY23 Budget |
|-------------|
| \$760,746 |

| FY24 Budget |
|------------------|
| \$916,276 |

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

| Initiative | Key Action Steps & Dates | FY23 KPIs & Targets | FY24 KPIs & Targets |
|---|--|--|--|
| <p>Continue recruitment efforts of key identified specialists in our rural markets</p> <p>FY23: \$1,015,718 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> <p>FY24 Targeted LOIs: General Surgery MD Sports Medicine MDs (2) Wound Care APPs (2) Urologist MD GYN Oncologist MD Cardiologist MD Pulmonary/CC APP</p> <p>FY24: \$4,433,321* C: \$195,000 C - Capital Plan Budgeted Spend * Includes capital and operational expense</p> | <ul style="list-style-type: none"> • General Surgery APP in Greene County, TN COMPLETE • General Surgeon(s) in Smyth County, VA COMPLETE • Pulmonary/Critical Care <ul style="list-style-type: none"> • Physician in Washington County, VA • Establish APP in Carter County, TN COMPLETE • Infectious Disease physician <ul style="list-style-type: none"> • Telehealth consults in rural counties • GYN Oncologist • Cardiologist for Greene County, TN COMPLETE • Neurologist in Washington County, VA • Sports Medicine physician in Wise County, VA COMPLETE • Wound Care APP in Smyth County, VA • Wound Care APP in Wise County, VA • Urologist in Sullivan County, TN (Kingsport) • Sports Medicine physician in Washington County, TN (Johnson City) • Pulmonary/Critical Care APP in Washington & Russell County, VA • Women’s Health Clinic Move in Smyth 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 • Date Construction started • Date Construction completed | <ul style="list-style-type: none"> • Sign LOIs with 3 Incremental clinicians to start in FY24 and/or FY25 (state and county detail will be provided) with start dates as they occur • Date Construction started • Date Construction completed |



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

| Initiative | Key Action Steps & Dates | FY23 KPIs & Targets | FY24 KPIs & Targets |
|------------------------------|--|---|---------------------|
| Evaluation of outreach needs | <ul style="list-style-type: none"> Complete Physician Needs Assessment (PNA) Ballard Health will be updating the Provider Needs Assessment in FY23. At the conclusion of that work, Ballard Health will update the table showing the provider needs by county and the corresponding targets COMPLETE | <ul style="list-style-type: none"> Complete PNA PNA provided to states when completed | |

FY23 Budget

\$1,015,718

FY24 Budget

\$4,433,321*
C:\$195,000

C - Capital Plan Budgeted Spend
* Includes capital and operational expense

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

| Initiative | Key Action Steps & Dates | FY23 KPIs & Targets | FY24 KPIs & Targets |
|---|---|--|---|
| Enhance TBC infrastructure FY23: \$552,660 FY24 - \$1,437,200 Enhance pod infrastructure - \$341,600 FY24 - \$341,600 Implement TBC in our Peds Specialties - \$211,060 FY24 - \$158,600 | <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 COMPLETE 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 | <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 | <ul style="list-style-type: none"> Hire 3 additional staff in FY24 Y/N 10% increase in annual wellness visits TBC Program established Behavioral Health Psychologist volume |

| FY23 Budget |
|--|
| Enhance pod infrastructure- \$341,600 TBC in Peds specialties- <u>\$211,060</u> \$552,660 |

| FY24 Budget |
|--|
| Enhance pod infrastructure- \$341,600 TBC in Peds specialties- <u>\$158,600</u> \$500,200 |

Strategy #4: Develop and Deploy Virtual Care Services

| Initiative | Key Action Steps & Dates | FY23 KPIs & Targets | FY24 KPIs & Targets |
|--|---|--|--|
| Integrated system-wide virtual health platform FY23: \$469,000 FY24: \$199,221 C: \$199,221 | <ul style="list-style-type: none"> Optimize usage of integrated system-wide virtual health platform among Ballad providers | <ul style="list-style-type: none"> Purchased telehealth carts (67) # of telehealth carts in use with locations | <ul style="list-style-type: none"> Purchased telehealth carts (67) # of telehealth carts in use with locations |
| Expand Virtual Urgent Care FY23: \$270,000 FY24: \$903,575 | <ul style="list-style-type: none"> Implement virtual urgent care strategy that leverages Point of Care Testing in our brick-and-mortar locations COMPLETE Evaluate the need to convert and/or expand an existing UC location to 8p-8a to establish a 24/7 Urgent Care (FY23) COMPLETE Establish 24/7 Virtual Urgent Care | <ul style="list-style-type: none"> Y/N Achieve 2,400 or more virtual urgent care visits | <ul style="list-style-type: none"> Y/N Achieve 2,400 or more virtual urgent care visits |
| Identification of Virtual Consultation Services FY23: \$28,000 FY24: \$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 | <ul style="list-style-type: none"> Establish 4 telehealth pods for consultation/telehealth services |
| Establish new Tele-neurology system platform FY24: \$322,088 | <ul style="list-style-type: none"> Begin seeing patients on new Tele-neurology system platform | | <ul style="list-style-type: none"> New Tele-neurology system platform established |

FY23 Budget

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

FY24 Budget

Integrated system-wide virtual health platform- \$199,221
 Expand Virtual Urgent Care- \$903,575
 Virtual Consultation Services- \$28,000
 Tele-neurology system- \$322,088
\$1,452,884
C:\$199,221

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

| Initiative | Key Action Steps & Dates | FY23 KPIs & Targets | FY24 KPIs & Targets |
|---|---|---|---|
| <p>Streamline preventive procedures and diagnostic tests</p> <p>FY23: \$8,676 FY24: \$15,133</p> | <p>Establish quarterly health fairs in each market to assist patients in closing identified gaps in care for the following screenings: COMPLETE</p> <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 | <ul style="list-style-type: none"> • Conduct 24 health fairs; date, location, and screening to be provided |

| FY23 Budget |
|-------------|
| \$8,676 |

| FY24 Budget |
|-----------------|
| \$15,133 |

Population Health - FY23-FY25 (FY24 Budget)

The internal Ballad annual operating and capital budget concludes by no later than June 30th of each year in time for the start of next fiscal year on July 1st.

The annual operating and capital budget is not final until being approved by the Ballad board of directors, which currently occurs at the August board meeting.

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

C - Capital Plan Budgeted Spend
* Includes capital and operational expense

| 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 | Budgeted 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 | \$7,290,350* C- \$4,649,480 | \$4-4,500,000 |
| Strategy #2: Position Ballard Health as a Community Health Improvement Organization | Yes | <ul style="list-style-type: none"> Expand STRONG Pregnancies and STRONG Starts Expand/Maintain Appalachian Highlands Care Network Expand STRONG LINK (longitudinal study) Expand Cessation services Expand early prenatal care services Support breastfeeding initiation across the region | X | X | X | \$5,613,534 | \$6,320,157 | \$5-6,000,000 |
| Strategy #3: Enable Community Resources and Sound Health Policy | Yes | <ul style="list-style-type: none"> Strengthen community action through Ballard Health and community-based program investments Expand mobile services to at-risk women and disparate groups Support Ballard 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 | \$3,875,553 | \$4-4,500,000 |
| Total Spend | | | | | | \$13,761,478 | \$17,486,060* C- \$4,649,480 | \$13,000,000- \$15,000,000 |

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

| Initiative | Key Action Steps & Dates | FY23 KPIs & Targets | FY24 KPIs & Targets |
|--|---|---|--|
| <p>Continue and build population health infrastructure FY23: \$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> <p>FY24: \$1,216,216 salaries \$186,500 operations</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 | <ul style="list-style-type: none"> • Maintain 10 carryover positions Q4 • Prepared Needs Assessment Q4 |

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

| Initiative | Key Action Steps & Dates | FY23 KPIs & Targets | FY24 KPIs & Targets |
|---|---|--|--|
| <p>Expand social care integration/system care management through needs referral platform, Community Partner Referral Network and social care/care management workforce FY23: \$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> <p>FY24: \$331,883 salaries \$283,736 operations</p> | <ul style="list-style-type: none"> • Build Universal Social Screening (USS) questions inside Epic COMPLETE • Hire social care navigators COMPLETE • Train internal department/service line teams and develop workflows for use of USS COMPLETE • 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 | <ul style="list-style-type: none"> • 205 in-network community organizations Q4 |
| <p>45</p> <p>6/12/2023</p> | <ul style="list-style-type: none"> • Expand use of Universal Social Screener (USS) throughout inpatient and ambulatory settings • Implement Healthy Planet client management system across social care programs • Build social care integration hub for the system <p>Final FY24 Plan Budgets</p> | | <ul style="list-style-type: none"> • Build inpatient system USS workflow Q1 • Build ambulatory system USS workflow Q2 • Begin USS expanded implementation Q3 • USS implemented in 5 service lines/departments Q3 • Healthy Planet client management system adopted by 2 social care programs Q3 • Social Care Integration Hub plan complete Q1 • Hire 2 FTEs for Social Care Integration Hub Q2 |

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

| Initiative | Key Action Steps & Dates | FY23 KPIs & Targets | FY24 KPIs & Targets |
|---|--|---|---|
| <p>Advance and maintain mPINC FY23: \$50,000</p> <p>New 2022 \$: 0 2022 Staffing: 0 2023 \$: \$50,000 allocation of infrastructure funding 2023 Staffing: 0</p> <p>FY24: \$0</p> | <ul style="list-style-type: none"> • Develop mPINC system guidebook COMPLETE • Distribute guidebook to all L&D leaders COMPLETE • Participate in CDC mPINC 2022 survey COMPLETE • Conduct listening sessions post CDC survey with L&D COMPLETE • Conduct internal mPINC survey with all L&Ds based on CDC survey • Implement quality improvement processes based on findings from survey | <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 | <ul style="list-style-type: none"> • Survey completed Q2 • Processes developed Q3 • Processes implemented Q4 |
| <p>Continue to serve and expand STRONG ACC backbone services FY23: \$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> <p>FY24: \$286,754 salaries \$98,992 operations</p> | <ul style="list-style-type: none"> • Communicate Ballad’s ACC activation plan across system COMPLETE • Continue to fund ACC Executive Director and 1 support staff COMPLETE • 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 | <ul style="list-style-type: none"> • 3 positions retained Q4 • \$80,000 provided Q4 • Hire 1 additional community engagement specialist Q2 |

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

| Initiative | Key Action Steps & Dates | FY23 KPIs & Targets | FY24 KPIs & Targets |
|--|---|--|---|
| <p>Build a comprehensive contraceptive health strategy, special focus on vulnerable populations FY23: \$50,000</p> <p>New 2022 \$: 0 2022 Staffing: 0 2023 \$: \$50,000 in operating funds 2023 Staffing: 0</p> <p>FY24: \$50,000 FY24 Staffing: 0</p> | <ul style="list-style-type: none"> Assess current contraceptive health activities/programs internally and with community partners COMPLETE Use results to build strategic plan COMPLETE Socialize plan internally and externally for input and buy-in COMPLETE Implement contraceptive health supports across the region and internally guided by strategic plan Explore contraceptive device/product purchasing and distribution | <ul style="list-style-type: none"> Assessment produced Q2 Produce strategic plan Q3 Produce tactical activation report Q4 | <ul style="list-style-type: none"> Convene community stakeholders to implement supports Q1 Convene internal stakeholders to implement supports Q1 Device/product purchase plan complete Q2 Plan elements implemented Q4 |

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

| Initiative | Key Action Steps & Dates | FY23 KPIs & Targets | FY24 KPIs & Targets |
|--|---|--|--|
| <p>Expand our population health data capacity and capability including Epic's Healthy Planet and Compass Rose FY23: \$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> <p>FY24: \$178,045 salaries \$8,744 operations C: \$4,649,480 Healthy Planet/Compass Rose</p> | <ul style="list-style-type: none"> • Begin using Healthy Planet for social care integration/care management • Hire a pop health data manager COMPLETE • Hire additional data analyst COMPLETE • Coordinate with new Chief Analytics Officer to add pop health data capacity COMPLETE | <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 | <ul style="list-style-type: none"> • Healthy Planet scaled system-wide for social care integration/care management Q4 |

C - Capital Plan Budgeted Spend

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

| Initiative | Key Action Steps & Dates | FY23 KPIs & Targets | FY24 KPIs & Targets |
|---|---|--|--|
| <p>Expand STRONG Pregnancies and STRONG Starts FY23: \$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> <p>FY24: \$2,014,597 salaries \$252,472 operations</p> | <ul style="list-style-type: none"> Add new pediatric STRONG Starts sites Launch STRONG support groups COMPLETE Increase screenings in STRONG Pregnancies Increase enrollment in STRONG Starts Hire additional FTEs to support expansion | <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 | <ul style="list-style-type: none"> Add 3 new sites Q4 9000 screenings in STRONG Pregnancies Q4 5000 enrolled in STRONG Starts Q4 Updates of site onboarding and group launched to be provided at quarterly meetings 7 FTEs hired Q2 |
| <p>Support breastfeeding initiation across the region (This is <u>not</u> new, but has been broken out of STRONG Pregnancies – budget in FY23 was \$219,390 salaries)</p> <p>FY24: \$219,390 salaries \$50,000 operations/campaigns</p> | <ul style="list-style-type: none"> Develop awareness campaigns Explore community breastfeeding supports for increased access Expand lactation services across the system | | <ul style="list-style-type: none"> 2 campaigns launched Q4 Breastfeeding support inventory completed Q2 Fill vacant lactation positions Q1 Add 3 new facilities to coverage Q3 |

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

| Initiative | Key Action Steps & Dates | FY23 KPIs & Targets | FY24 KPIs & Targets |
|--|---|---|---|
| <p>Expand/Maintain Appalachian Highlands Care Network FY23: \$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> <p>FY24: \$2,496,127 salaries \$819,612 operations</p> | <ul style="list-style-type: none"> • Increase enrollment • Add sites to network • Add FTEs to support expansion/maintenance and increased enrollment COMPLETE | <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 | <ul style="list-style-type: none"> • 7,000 enrolled Q4 • 3,200 patients enrolled in complex care management Q4 • Fill FY23 vacancies Q4 • Updates of site onboarding to be provided at quarterly meetings |

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

| Initiative | Key Action Steps & Dates | FY23 KPIs & Targets | FY24 KPIs & Targets |
|--|---|--|--|
| <p>Expand STRONG LINK (longitudinal study) FY23: \$50,000</p> <p>Continuation 2022 \$: \$20,000 2022 Staffing: 0 2023 \$: \$50,000 2023 Staffing: 0</p> <p>FY24: \$75,000</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 | <ul style="list-style-type: none"> 400 enrolled Q4 3 enrollment sites Q4 |
| <p>Expand Cessation services FY23: \$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> <p>FY24: \$358,351 salaries \$34,608 operations</p> | <ul style="list-style-type: none"> Add Cessation Counselors Expand population to adults in BHMA COMPLETE Develop provider and nurse continuing medical education module (CME) for cessation best practice COMPLETE Launch continuing medical education course (CME) COMPLETE Expand to additional populations across the system Explore purchase and provision of nicotine replacement therapies for clients | <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 | <ul style="list-style-type: none"> Hire 3 new cessation counselors Q2 900 enrolled Q4 Update of added populations will be provided at quarterly meetings Purchase and cost analysis completed Q2 |

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

| Initiative | Key Action Steps & Dates | FY23 KPIs & Targets | FY24 KPIs & Targets |
|---|---|--|---------------------|
| <p>Expand early prenatal care services COMPLETE</p> <p>FY23: \$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> <p>FY24: \$0</p> | <ul style="list-style-type: none"> • Add additional referral partners COMPLETE • Train an additional Early Prenatal Care (EPC) Navigator COMPLETE | <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 | FY23 KPIs & Targets | FY24 KPIs & Targets |
|---|--|--|--|
| <p>Strengthen community action through Ballad Health and community-based program investments FY23: \$3,330,486</p> <p>Continuation 2022 \$: \$2,500,000 2022 Staffing: 0 2023 \$: \$3,330,486 2023 Staffing: 0</p> <p>FY24: \$3,330,000</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 | <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 FY23: \$458,462</p> <p>New 2022 \$: 0 2022 Staffing: 0 2023 \$: \$208,092 in staffing; \$250,370 in operations 2023 Staffing: 7</p> <p>FY24: \$226,367 staffing \$169,186 operations</p> | <ul style="list-style-type: none"> • Launch new mobile health unit COMPLETE • Expand mobile services with free clinics and other partners | <ul style="list-style-type: none"> • Accomplished Q4 • 10 identified partners Q4 | <ul style="list-style-type: none"> • Mobile services will be provided in every county in Ballad's GSA service area Q4 |

Strategy #3: Enable Community Resources and Sound Health Policy

| Initiative | Key Action Steps & Dates | FY23 KPIs & Targets | FY24 KPIs & Targets |
|--|---|---|--|
| <p>Support Ballard Health efforts on prevention, early detection and intervention aimed at reducing leading causes of mortality and morbidity FY23: \$200,000</p> <p>New 2022 \$: 0 2022 Staffing: 0 2023 \$: 200,000 2023 Staffing: 0</p> <p>FY24: \$150,000</p> | <ul style="list-style-type: none"> • Launch prevention, early detection/treatment campaigns • Launch process improvement initiatives directed at decreasing mortality and morbidity COMPLETE • Identify initiatives internally and externally that align with reduction of mortality and morbidity and coordinate and support | <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 | <ul style="list-style-type: none"> • 2 campaigns launched or partnerships established Q4 • Internal inventory complete Q1 • External partnership inventory complete Q2 • Initiatives prioritized for coordination and support Q3 |
| <p>Expand Faith Community Nursing COMPLETE</p> <p>FY23: \$79,300</p> <p>New 2022 \$: 0 2022 Staffing: 0 2023 \$79,300 in salaries 2023 Staffing: 5</p> <p>FY24: \$0</p> | <ul style="list-style-type: none"> • Expand Virginia footprint COMPLETE • Expand number of faith-based sites COMPLETE • Integrate Universal Social Screener into program COMPLETE | <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 |

FY24 Budget

| | |
|---|--------------------|
| Population Health infrastructure- | \$1,402,716 |
| Expand social care integration/system- | \$615,619 |
| Advance/maintain mPINC- | \$0 |
| Continue to expand STRONG ACC- | \$385,746 |
| Build a contraceptive health strategy- | \$50,000 |
| Expand population health data capacity- | <u>\$4,836,269</u> |
| | \$7,290,350 |

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 |

FY24 Budget

| | |
|---|--------------------|
| Expand STRONG Pregnancies and STRONG Starts- | \$2,267,069 |
| Support breastfeeding initiation across the region- | \$269,390 |
| Expand Appalachian Highlands Care Network- | \$3,315,739 |
| Expand STRONG link- | \$75,000 |
| Expand Cessation services- | \$392,959 |
| Expand early prenatal care services- | <u>\$0</u> |
| | \$6,320,157 |

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 |

FY24 Budget

| | |
|---|--------------------|
| Strengthen community-based programs- | \$3,330,000 |
| Expand mobile services- | \$395,553 |
| Support early detection and intervention- | \$150,000 |
| Expand faith community nursing- | <u>\$0</u> |
| | \$3,875,553 |

HR/GME Plan – FY23-FY25 (FY24 Budget)

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New 3-Year Plan: FY23 – FY25 Summary

C - Capital Plan Budgeted Spend
* Includes capital and operational expense

| 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 | Budgeted 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 | \$2,150,689 | \$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 | \$1,909,300 | \$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 | \$7,919,556 | \$6,000,000 |
| Total Spend | | | | | | \$9,765,280 | \$11,979,545 | \$11,000,000 |

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

| Initiative | Key Action Steps & Dates | FY23 KPIs & Targets | FY24 KPIs & Targets |
|---|--|---|---|
| <p>Expand Internal Preceptor/Instructor Capacity</p> <p>FY23: \$75,000</p> <p>FY24: \$57,500</p> | <ul style="list-style-type: none"> Recruitment and Retention- FY23: \$30,000 FY24: \$20,000 <ul style="list-style-type: none"> Assessment of current state and interest across Ballard Complete Develop plan for increasing preceptor/instructor capacity Complete 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 Ballard 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"> Capacity plan annual updates Q2 Annual update of increase in capacity with target of 10% annually Recognition program Q4. With 95% recognition of regional preceptors/instructors in FY24 |
| | <ul style="list-style-type: none"> System-wide scheduling- FY23: \$10,000 FY24: \$7,500 <ul style="list-style-type: none"> Development of platform for scheduling learner rotations Complete Implementation of platform | <ul style="list-style-type: none"> Scheduling platform developed Q2 Assessment of capacity Q2 | <ul style="list-style-type: none"> Implementation of scheduling platform Q2 Trend in student rotations from baseline Q4 |
| | <ul style="list-style-type: none"> Onboarding Program- FY23: \$20,000 FY24: \$15,000 <ul style="list-style-type: none"> Development Complete Implementation | <ul style="list-style-type: none"> Developed Y/N Implemented Y/N | <ul style="list-style-type: none"> Annual updates on progress Q4 |
| | <ul style="list-style-type: none"> Mentor and Professional Development Program- FY23: \$15,000 FY24: \$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) | <ul style="list-style-type: none"> 10% increase in mentors across system Q3 Survey mentors and mentees to elicit feedback on program Q4 |

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

| Initiative | Key Action Steps & Dates | FY23 KPIs & Targets | FY24 KPIs & Targets |
|--|---|--|--|
| <p>Expand Educational Offerings Across the Appalachian Highlands</p> <p>FY23: \$100,000 FY24: \$360,000</p> | <ul style="list-style-type: none"> Establish CME tracking system <ul style="list-style-type: none"> Complete training and implementation Complete Increase team member engagement in continuing education- FY23: \$10,000 FY24: \$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"> 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 |
| | <ul style="list-style-type: none"> Expand, develop, and market course catalogue for continuing education for regional healthcare professionals- FY23:\$20,000 FY24: \$20,000 | <ul style="list-style-type: none"> Increase course offerings by 20% Q4 | <ul style="list-style-type: none"> Increase course offerings annually by 10-15% Q4 |
| | <ul style="list-style-type: none"> Develop and deploy educational offerings to local primary/secondary schools in key topics in healthcare- FY23: \$20,000 FY24: \$30,000 | <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"> Develop 5 additional 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) FY24: \$100,000 | <ul style="list-style-type: none"> Planning work initiated Q3 Provide date set for summit | <ul style="list-style-type: none"> Host Summit Q2-3 Develop plan for annual event Q3 |
| | <ul style="list-style-type: none"> Academic infrastructure FY24: \$200,000 <ul style="list-style-type: none"> Director of Academic Operations System Academic Coordinator System Internship Coordinator | | <ul style="list-style-type: none"> Hire Director of Academic Operations (Y/N) Hire System Academic Coordinator (Y/N) Hire system Internship Coordinator (Y/N) |

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

| Initiative | Key Action Steps & Dates | FY23 KPIs & Targets | FY24 KPIs & Targets |
|--|--|---|--|
| <p>Regional Community Engagement/Pipeline Development FY23: \$525,000 FY24: \$405,000</p> | <ul style="list-style-type: none"> Workforce development <ul style="list-style-type: none"> Complete regional workforce analysis- FY23: \$350,000 Complete Initiate recruitment/retention marketing campaign- FY23: \$50,000 FY24: \$30,000 Pipeline development <ul style="list-style-type: none"> Investment/partnership in regional pipeline programs/global health- FY23: \$75,000 FY24: \$75,000 Development of educational materials on careers in healthcare for primary/secondary schools- FY23: \$50,000 FY24: \$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 | <ul style="list-style-type: none"> Recruitment marketing campaign Q3 Identify 3-5 investment opportunities Q4 Implement marketing plan Q3 Number of materials distributed Q4 |
| | <ul style="list-style-type: none"> Appalachian Highlands Healthcare Academy FY24: \$250,000 Develop plan for pilot in Greene County and city of Greenville <ul style="list-style-type: none"> Develop Office of Secondary Education Programs <ul style="list-style-type: none"> Hire Director of Secondary Education Programing Hire Manager of Curriculum-based Programs Hire Manager of Secondary Education Integration | | <ul style="list-style-type: none"> Pilot plan completed Q1 Offers made to Director and managers (Y/N) Implementation Q3 |

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

| Initiative | Key Action Steps & Dates | FY23 KPIs & Targets | FY24 KPIs & Targets |
|--|--------------------------|---|---|
| Continue First Four Year Plan Implementation/Operations FY23: \$1,328,189 FY24: \$1,328,189 | | <ul style="list-style-type: none"> Annual Report Y/N | <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 |

FY24 Budget

| | |
|---|--------------------|
| Expand internal preceptor capacity- | \$57,500 |
| Expand educational offerings- | \$360,000 |
| Regional engagement/pipeline development- | \$405,000 |
| Continue first four-year plan implementation- | <u>\$1,328,189</u> |
| | \$2,150,689 |

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

| Initiative | Key Action Steps & Dates | FY23 KPIs & Targets | FY24 KPIs & Targets |
|---|--|--|---|
| <p>Enhance Current Research Capabilities FY23: \$350,000</p> <p>FY24: \$152,000</p> | <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 | <ul style="list-style-type: none"> Hire contract analyst Q4 Hire financial analyst Q4 |
| <p>Continue First Four Year Plan Implementation/ Operations FY23: \$1,732,187</p> <p>FY24: \$1,757,300</p> | <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)- FY23: \$150,000 FY24: \$340,000 Continue to expand IRB membership- FY23: \$50,000 FY24: \$50,000 Transition to new IRB management system FY24: \$30,000 | <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"> Complete IRB accreditation preparation work Q4 Complete membership increase of IRB to 13 persons Q4 Hire Director for Office of Human Protection (Y/N) Hire replacement manager for IRB (Y/N) Hire new manager for Human Research Protection Program (HRPP) (Y/N) |

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

| Initiative | Key Action Steps & Dates | FY23 KPIs & Targets | FY24 KPIs & Targets |
|---|--|---|---|
| <p>Continued- Continue First Four Year Plan Implementation/ Operations</p> <p>FY23: \$1,732,187 FY24: \$1,757,300</p> | <ul style="list-style-type: none"> Redcap deployment- FY23:\$0 Complete Harvard Economic Study- FY23: \$100,000 FY24: \$100,000 Infrastructure support for STRONG LINK- FY23: \$150,000 FY24: \$125,000 | <ul style="list-style-type: none"> Redcap implemented Q3 Expansion of patient enrollment in STRONG LINK by 10-15% Q4 | <ul style="list-style-type: none"> Expansion of patient enrollment in STRONG LINK by 10-15% Q4 |
| | <ul style="list-style-type: none"> Continue current research enterprise support- FY23: \$1,132,187 FY24: \$1,112,300 <ul style="list-style-type: none"> Ongoing hires: Corporate director (now VP Research Operations) Complete, grants writer Complete, 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 | <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 |

FY24 Budget

| | |
|---|--------------------|
| Enhance current research- | \$152,000 |
| Continue first four-year plan implementation- | <u>\$1,757,300</u> |
| | \$1,909,300 |

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

| Initiative | Key Action Steps & Dates | FY23 KPIs & Targets | FY24 KPIs & Targets |
|--|--|---------------------|---------------------|
| New Program Development FY23: \$3,126,404 FY24: \$0 | <ul style="list-style-type: none"> The programs from FY23 have moved to "Continuing Program Support" Initiative | | |

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

| Initiative | Key Action Steps & Dates | FY23 KPIs & Targets | FY24 KPIs & Targets |
|---|--|---|---|
| <p>Continuing Program Support</p> <p>FY23: \$2,528,500 FY24: \$7,919,556</p> | <ul style="list-style-type: none"> Implementation of Appalachian Highlands Center for Nursing Advancement- FY23: \$1,667,000 FY24: \$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"> 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- FY23: \$700,000 FY24: \$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"> 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 |

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

| Initiative | Key Action Steps & Dates | FY23 KPIs & Targets | FY24 KPIs & Targets |
|--|--|---|---|
| Continued- Continuing Program Support FY23: \$3,126,404 FY24: \$7,919,556 | <ul style="list-style-type: none"> Initiate the Southwest Virginia Community College (SVCC) Ultrasonography Technology program- FY23: \$192,604 FY24: \$40,000 | <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"> 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-FY23: \$100,000 FY24: \$41,000 | <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 | <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 |
| | <ul style="list-style-type: none"> STREAMWORKS- FY23: \$150,000 FY24: \$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"> 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- FY23: \$316,800 FY24: \$575,280 | <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 | <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 |

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

| Initiative | Key Action Steps & Dates | FY23 KPIs & Targets | FY24 KPIs & Targets |
|---|--|---|---|
| <p>Continued- Continuing Program Support FY23: \$2,528,500</p> <p>FY24: \$7,919,556</p> | <ul style="list-style-type: none"> Center for Rural Health Research at ETSU College of Public Health- FY23: \$1,500,000 FY24: \$1,500,000 | <ul style="list-style-type: none"> Publications Q4 Presentations Q4 Grants Q4 | <ul style="list-style-type: none"> Publications Q4 Presentations Q4 Grants Q4 |
| | <ul style="list-style-type: none"> STRONG BRAIN Institute at ETSU- FY23: \$200,000 FY24: \$200,000 | <ul style="list-style-type: none"> Publications Q4 Presentations Q4 Grants Q4 Certificate program enrollment Q4 | <ul style="list-style-type: none"> Publications Q4 Presentations Q4 Grants Q4 Certificate program enrollment Q4 |
| | <ul style="list-style-type: none"> Medical Legal Partnership with Appalachian School of Law and Virginia Tech- FY23: \$500,000 FY24: \$500,000 | <ul style="list-style-type: none"> There are currently 63 metrics collected and reported annually | <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 FY24 \$2,000,000 | <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"> 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 |

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

| Initiative | Key Action Steps & Dates | FY23 KPIs & Targets | FY24 KPIs & Targets |
|---|--|--|--|
| <p>Continued- Continuing Program Support FY23: \$2,528,500</p> <p>FY24: \$7,919,556</p> | <ul style="list-style-type: none"> Medical Residency Support and Clinical Environment Enhancement- FY23: \$50,000 FY24: \$0 | <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"> 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- FY23: \$278,500 FY24: \$546,276 | <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 | <ul style="list-style-type: none"> ACGME Complement 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

FY24 Budget

New program development- \$0
 Continue program support- \$7,919,556
\$7,919,556

HIE Plan – FY23-FY25 (FY24 Budget)

The internal Ballad annual operating and capital budget concludes by no later than June 30th of each year in time for the start of next fiscal year on July 1st.

The annual operating and capital budget is not final until being approved by the Ballad board of directors, which currently occurs at the August board meeting.

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

C - Capital Plan Budgeted Spend

| 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 | Budgeted 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 | X | X | X | \$102,500 | \$148,812 | \$148,812 |
| 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 | \$180,996 | \$180,996 |
| Total Spend | | | | | | \$279,500 | \$329,808 | \$329,808 |

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 | FY23 KPIs & Targets | FY24 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 | <ul style="list-style-type: none"> Continue Support Ongoing |
| 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 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 COMPLETE 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 COMPLETE | <ul style="list-style-type: none"> Completed assessment from HealthLink Advisors provided to Monitors | |

FY23 Budget

\$102,500

FY24 Budget

\$148,812

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 | FY23 KPIs & Targets | FY24 KPIs & Targets |
|---|--------------------------|---------------------|--------------------------|
| Ongoing costs to support Collective Medical Technologies/EDIE access \$177,000 | No new actions. | None | Continue Support Ongoing |

| FY23 Budget | FY24 Budget |
|-------------|------------------|
| \$177,000 | \$180,996 |