

FY2020 Implementation Roadmaps

June 26, 2019

Behavioral Health Plan

Implementation Roadmap



It's your story. We're listening.

Implementation Roadmap

Milestones and Metrics for Measuring Strategies: 2020

Implementation Milestones and Metrics: Q1 and Q2

Strategies	Q1 Milestones	Q1 Metrics	Q2 Milestones	Q2 Metrics
1. Develop Supporting Infrastructure	<ul style="list-style-type: none"> Hire CMO Evaluate current FTEs Evaluate any additional infrastructure needs 	<ul style="list-style-type: none"> <i>CMO Hired</i> <i>Evaluation of FTEs completed</i> <i>Evaluation of infrastructure needs completed</i> 	<ul style="list-style-type: none"> Adjust FTEs as necessary Additional FTEs defined 	<ul style="list-style-type: none"> <i>Adjustment of FTEs completed</i> <i>Defined additional FTEs</i>
2. Primary Care/ Behavioral Health Integration (PCBHI)	<ul style="list-style-type: none"> Finalize hiring of Behavioral Health Navigators FY 19 PCBHI data to be obtained and evaluated Identify best strategy(s) for FY 20 expansion Evaluate and identify Telebehavioral Health option(s) for PCBHI Evaluate and identify sites for physical FTE expansion Obtain approval from VDMAS on applications submitted 	<ul style="list-style-type: none"> <i>Behavioral Health Navigators successfully onboarded</i> <i>Obtain and evaluate FY 19 PCBHI data</i> <i>Best strategy(s) for FY 20 expansion identified</i> <i>Telebehavioral Health option(s) for PCBHI identified and evaluated</i> <i>Sites for physical FTE expansion evaluated and identified</i> <i>VDMAS approval obtained on submitted applications</i> <i>Number of practices with behavioral health access</i> <i>Patient satisfaction for Ballad PCBHI practices</i> <i>Number of referrals from a Ballad PCBHI model to a behavioral health specialist (Frontier to provide)</i> <i>Number of patients treated by a Ballad PCBHI program</i> 	<ul style="list-style-type: none"> Complete appropriate credentialing of staff Finalize billing components 	<ul style="list-style-type: none"> <i>Appropriate staff credentialed</i> <i>Billing components finalized</i> <i>Number of practices with behavioral health access</i> <i>Patient satisfaction for Ballad PCBHI practices</i> <i>Number of referrals from a Ballad PCBHI model to a behavioral health specialist (Frontier to provide)</i> <i>Number of patients treated by a Ballad PCBHI program</i>

Implementation Roadmap

Milestones and Metrics for Measuring Strategies: 2020

Implementation Milestones and Metrics: Q1 and Q2

Strategies	Q1 Milestones	Q1 Metrics	Q2 Milestones	Q2 Metrics
3. Supplement Existing Regional Crisis System	<ul style="list-style-type: none"> Hire/Onboard Behavioral Health Navigators for SBIRT expansion Implement SBIRT Phase 1 expansion Evaluate impact of Respond expansion in TN facilities Purchase 2 vehicles for TN transportation Implement Pilot in Bristol, TN school system Identify QPR trainer education for Behavioral Health team members Identify QPR trainers from in house staff Contract for REACH education to physicians Identify physicians for REACH education Determine capital needs to open 24/7 walk-in capacity at Ridgeview and Woodridge Develop plan to provide trauma informed education for front-line team members 	<ul style="list-style-type: none"> <i>Behavioral Health Navigators for SBIRT expansion onboarded</i> <i>SBIRT expansion to SSH, UCCH, JCCH</i> <i>Completed evaluation of Respond expansion in TN facilities</i> <i>Pilot in Bristol, TN school system implemented</i> <i>QPR trainer education identified</i> <i>Behavioral Health in house team members identified for QPR training</i> <i>Complete contract for REACH education</i> <i>Physicians identified to receive REACH education</i> <i>Capital needs identified for 24/7 walk-in capacity at Ridgeview and Woodridge</i> <i>Plan developed</i> <i>Number of SBIRTs</i> <i>Respond volumes</i> <i>Number of school-based tele-behavioral visits</i> <i>Number of transportation vehicles</i> <i>Number of behavioral health transports</i> 	<ul style="list-style-type: none"> Evaluate the number of Behavioral Health Navigators necessary for SBIRT expansion for next phase Implement SBIRT Phase 2 expansion Identify additional resources needed to support Respond growth Hire/Onboard Transportation Services team members Implement education for awareness of transportation services Identify additional school sites for expansion Develop plan for school expansion to include necessary resources Roll out plan for Ballad Health Behavioral Health Team Members to obtain QPR training Host REACH education Determine FTE needs to support 24/7 walk-in capacity at Ridgeview and Woodridge Deploy trauma-informed education for front-line team members 	<ul style="list-style-type: none"> <i>Behavioral Health Navigators for SBIRT expansion identified</i> <i>SBIRT expansion to Greeneville Market</i> <i>Additional resources identified for Respond growth</i> <i>Transportation Services Team Members onboarded</i> <i>Education on processes to follow for transportation services implemented</i> <i>Sites identified for additional school expansion</i> <i>School expansion plans developed</i> <i>QPR training plan identified and implemented for all of Behavioral Health team members</i> <i>REACH education hosted on site</i> <i>FTEs identified for support of 24/7 walk-in capacity at Ridgeview and Woodridge</i> <i>Education deployed</i> <i>Number of SBIRTs</i> <i>Respond volumes</i> <i>Number of school-based tele-behavioral visits</i> <i>Number of transportation vehicles</i> <i>Number of behavioral health transports</i>

Implementation Roadmap

Milestones and Metrics for Measuring Strategies: 2020

Implementation Milestones and Metrics: Q1 and Q2

Strategies	Q1 Milestones	Q1 Metrics	Q2 Milestones	Q2 Metrics
4. Enhanced and Expanded Resources for Addiction Treatment	<ul style="list-style-type: none"> Continued support of Frontier RATC expansion Develop plan for provider education related to medication assisted treatment Develop plan for peer recovery support expansion Engage consultant for evaluation of RATC and other services focused on pregnant mothers 	<ul style="list-style-type: none"> <i>Funding as budgeted</i> <i>Increase in numbers served (Frontier to provide)</i> <i>Plan complete</i> <i>Evaluate response to provider education</i> <i>Plan complete</i> <i>Consultant hired</i> <i>Number of facilities with access to peer recovery support</i> <i>Number of patients receiving MAT</i> <i>Number of providers receiving MAT education</i> 	<ul style="list-style-type: none"> Continued support of Frontier RATC expansion Market educational programming to providers Expand peer recovery to identified locations Determine next steps based on consultant and key stakeholder involvement 	<ul style="list-style-type: none"> <i>Funding as budgeted</i> <i>Increase in numbers served (Frontier to provide)</i> <i>Marketing complete</i> <i>Evaluate response to provider education</i> <i>Initial sites in place</i> <i>Planning underway for addiction services</i> <i>Number of facilities with access to peer recovery support</i> <i>Number of patients receiving MAT</i> <i>Number of providers receiving MAT education</i>

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Implementation Roadmap

Milestones and Metrics for Measuring Strategies: 2020

Implementation Milestones and Metrics: Q3 and Q4

Strategies	Q3 Milestones	Q3 Metrics	Q4 Milestones	Q4 Metrics
1. Develop Supporting Infrastructure	<ul style="list-style-type: none"> Hire / Onboard identified additional FTEs 	<ul style="list-style-type: none"> <i>Successful Onboarding of additional FTEs</i> 	<ul style="list-style-type: none"> Identify Y3 quarterly targets and timelines 	<ul style="list-style-type: none"> <i>Y3 milestones and metrics accepted</i>
2. Primary Care/ Behavioral Health Integration (PCBHI)	<ul style="list-style-type: none"> Begin providing services under preferred OBOT status Implement Telebehavioral Health option 	<ul style="list-style-type: none"> <i>Services provided under 'preferred OBOT status'</i> <i>Telebehavioral Health option implemented</i> <i>Number of practices with behavioral health access</i> <i>Patient satisfaction for Ballad PCBHI practices</i> <i>Number of referrals from a Ballad PCBHI model to a behavioral health specialist (Frontier to provide)</i> <i>Number of patients treated by a Ballad PCBHI program</i> 	<ul style="list-style-type: none"> Explore the needs of additional Preferred OBOT services for the region Evaluate impact of Tele-behavioral Health option Identify Y3 quarterly targets and timelines 	<ul style="list-style-type: none"> <i>Additional needs for preferred OBOT status identified</i> <i>Telebehavioral Health impact evaluated</i> <i>Number of practices with behavioral health access</i> <i>Patient satisfaction for Ballad PCBHI practices</i> <i>Number of referrals from a Ballad PCBHI model to a behavioral health specialist (Frontier to provide)</i> <i>Number of patients treated by a Ballad PCBHI program</i> <i>Y3 milestones and metrics accepted</i>

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Implementation Roadmap

Milestones and Metrics for Measuring Strategies: 2020

Implementation Milestones and Metrics: Q3 and Q4

Strategies	Q3 Milestones	Q3 Metrics	Q4 Milestones	Q4 Metrics
3. Supplement Existing Regional Crisis System	<ul style="list-style-type: none"> Evaluate the number of Behavioral Health Navigators necessary for SBIRT expansion for next phase Implement SBIRT Phase 3 expansion Continue renovations for 24/7 walk-in capacity at Ridgeview and Woodridge Develop standard work for 24/7 walk-in capacity Continue deployment of trauma informed care education to front line team members 	<ul style="list-style-type: none"> <i>Any additional FTEs identified</i> <i>SBIRT expansion to JMH,RCH,NCH,DCH,LPH,M VH</i> <i>Renovations continued</i> <i>Standard work implemented</i> <i>Continued deployment</i> <i>Number of SBIRTs</i> <i>Respond volumes</i> <i>Number of school-based tele-behavioral visits</i> <i>Number of transportation vehicles</i> <i>Number of behavioral health transports</i> 	<ul style="list-style-type: none"> Evaluate the number of Behavioral Health Navigators necessary for SBIRT expansion for next phase Implement SBIRT Phase 4 expansion Evaluate future location for Respond Evaluate transportation need in VA Evaluate school pilot program(s) Roll out plan for Ballad Health Team Members to obtain QPR training Evaluate REACH program with data provided Communicate/Market Services Complete renovations for 24/7 walk-in capacity at Ridgeview and Woodridge Develop plan to provide ongoing trauma informed care education and expand to non-front line team members on Identify Y3 quarterly targets and timelines 	<ul style="list-style-type: none"> <i>Any additional FTEs identified</i> <i>SBIRT expansion to Hancock, Hawkins, IPCH</i> <i>Future location identified for Respond</i> <i>Transportation needs in VA evaluated and identified</i> <i>School based pilot program evaluated</i> <i>Ballad Health Team Members to receive ongoing QPR training</i> <i>REACH program evaluated with data provided</i> <i>Communication to community of 24/7 walk-in capacity on going</i> <i>Future education plan developed</i> <i>Renovations complete</i> <i>Number of SBIRTs</i> <i>Respond volumes</i> <i>Number of school-based tele-behavioral visits</i> <i>Number of transportation vehicles</i> <i>Number of behavioral health transports</i> <i>Y3 milestones and metrics accepted</i>

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Implementation Roadmap

Milestones and Metrics for Measuring Strategies: 2020

Implementation Milestones and Metrics: Q3 and Q4

Strategies	Q3 Milestones	Q3 Metrics	Q4 Milestones	Q4 Metrics
4. Enhanced and Expanded Resources for Addiction Treatment	<ul style="list-style-type: none"> Continued support of Frontier RATC expansion Evaluate impact of provider MAT education and adjust as necessary Continue expansion of peer recovery Timeline and Budget in place for addiction services for pregnant women 	<ul style="list-style-type: none"> <i>Funding as budgeted</i> <i>Increase in numbers served (Frontier to provide)</i> <i>Completed timeline and budget</i> <i>Number of facilities with access to peer recovery support</i> <i>Number of patients receiving MAT</i> <i>Number of providers receiving MAT education</i> 	<ul style="list-style-type: none"> Continued support of Frontier RATC expansion Initiate plan for addiction services for pregnant women Identify Y3 quarterly targets and timelines 	<ul style="list-style-type: none"> <i>Funding as budgeted</i> <i>Increase in numbers served (Frontier to provide)</i> <i>Plan initiated</i> <i>Number of facilities with access to peer recovery support</i> <i>Number of patients receiving MAT</i> <i>Number of providers receiving MAT education</i> <i>Y3 milestones and metrics accepted</i>

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Children's Health Plan

Implementation Roadmap



It's your story. We're listening.

Implementation Roadmap

Milestones and Metrics for Measuring Strategies: 2020

Implementation Milestones and Metrics: Q1 and Q2

Strategies	Q1 Milestones	Q1 Metrics	Q2 Milestones	Q2 Metrics
1. Develop Infrastructure	<ul style="list-style-type: none"> Finalize job description for CMO Pediatric Advisory Council to establish plan for pediatric asthma care for Ballad Health 	<ul style="list-style-type: none"> <i>Completed job description</i> <i>Current number of ED visits (0-4) and (5-14) for asthma</i> 	<ul style="list-style-type: none"> Recruit CMO Pediatric Advisory Council to develop brand standards for Niswonger clinical services 	<ul style="list-style-type: none"> <i>Active recruitment</i> <i>Final brand standards</i> <i>Current number of ED visits (0-4) and (5-14) for asthma</i>
2. Establish Ped ED in Kingsport & Bristol	<ul style="list-style-type: none"> Finalize treatment protocols for pediatric ED care at Bristol Regional Identify Kingsport pediatric ED location Begin facility planning for Kingsport pediatric ED 	<ul style="list-style-type: none"> <i>Completed protocols</i> <i>Finalized location</i> <i>Planning initiated</i> 	<ul style="list-style-type: none"> Begin operations of pediatric ED at Bristol Regional Finalize facility planning and budget for Kingsport pediatric ED 	<ul style="list-style-type: none"> <i>Operations initiated</i> <i>Number of pediatric ED visits at Bristol Regional</i> <i>Final plans and budget</i>
3. Develop Telemedicine/ Specialty Clinics in Rural Hospitals	<ul style="list-style-type: none"> Establish tele-neonatology in Kingsport Evaluate strategic partners for telemedicine services 	<ul style="list-style-type: none"> <i>Number of tele-neonatology visits in Kingsport</i> <i>Evaluation complete</i> 	<ul style="list-style-type: none"> Establish tele-neonatology in Bristol Develop project plan for rotating clinics 	<ul style="list-style-type: none"> <i>Number of tele-neonatology visits in Kingsport and Bristol</i> <i>Project plan complete</i>
4. Recruit and Retain Subspecialists	<ul style="list-style-type: none"> Develop addendum to recruitment plan to submit Develop and implement recruitment plan for pediatric pulmonology and surgery 	<ul style="list-style-type: none"> <i>Submitted addendum</i> <i>Implemented plans</i> 	<ul style="list-style-type: none"> Finalize structure of relationship with ETCH 	<ul style="list-style-type: none"> <i>Structure complete</i>

Implementation Roadmap

Milestones and Metrics for Measuring Strategies: 2020

Implementation Milestones and Metrics: Q1 and Q2

Strategies	Q1 Milestones	Q1 Metrics	Q2 Milestones	Q2 Metrics
5. Develop CRPC Designation at Niswonger Children's Hospital	<ul style="list-style-type: none"> Determine gaps in child abuse services across the region Begin recruitment for child abuse prevention practitioner Develop program for building resiliency in children by finalizing resources needed for a trauma informed care team Conduct gap analysis of behavioral health services in primary care settings for pediatric patients Begin program development for trauma informed care within NsCH 	<ul style="list-style-type: none"> <i>Gaps identified</i> <i>Recruitment initiated</i> <i>Resources finalized</i> <i>Gap analysis conducted</i> <i>Program development initiated</i> 	<ul style="list-style-type: none"> Continue recruitment for child abuse prevention practitioner Participate in development of state network of child abuse care through Children's Hospital Alliance Complete assessment of gaps and needs for the development of formalized pediatric trauma structure Develop training plan for building strong brains in conjunction with primary care settings for pediatrics 	<ul style="list-style-type: none"> <i>Continued recruitment</i> <i>Continued participation</i> <i>Assessment complete</i> <i>Training plan developed</i>

Implementation Roadmap

Milestones and Metrics for Measuring Strategies: 2020

Implementation Milestones and Metrics: Q3 and Q4

Strategies	Q3 Milestones	Q3 Metrics	Q4 Milestones	Q4 Metrics
1. Develop Infrastructure	<ul style="list-style-type: none"> CMO selected and hired 	<ul style="list-style-type: none"> <i>Hired CMO</i> <i>Current number of ED visits (0-4) and (5-14) for asthma</i> 	<ul style="list-style-type: none"> Pediatric Advisory Council to begin framework for overall structure for pediatric services within Ballad Health Identify Y3 quarterly targets and timelines 	<ul style="list-style-type: none"> <i>Framework initiated</i> <i>Current number of ED visits (0-4) and (5-14) for asthma</i> <i>Y3 milestones and metrics accepted</i>
2. Establish Ped ED in Kingsport & Bristol	<ul style="list-style-type: none"> Begin construction for Kingsport pediatric ED 	<ul style="list-style-type: none"> <i>Construction initiated</i> <i>Number of pediatric ED visits at Bristol Regional</i> 	<ul style="list-style-type: none"> Complete construction for Kingsport pediatric ED Complete remediation of all identified pediatric ED gaps at Kingsport site, including telehealth capabilities Identify Y3 quarterly targets and timelines 	<ul style="list-style-type: none"> <i>Construction complete</i> <i>Remediation complete</i> <i>Number of pediatric ED visits at Bristol Regional</i> <i>Y3 milestones and metrics accepted</i>
3. Develop Telemedicine/ Specialty Clinics in Rural Hospitals	<ul style="list-style-type: none"> Develop structure and roll-out plan for tele-neonatology for rest of Ballad Health Determine strategic partnerships for telehealth support Complete operational plans for 2 pediatric teleclinics 	<ul style="list-style-type: none"> <i>Tele-neonatology expansion plan identified</i> <i>Partnerships identified</i> <i>Teleclinic plans completed</i> <i>Number of tele-neonatology visits in Kingsport and Bristol</i> 	<ul style="list-style-type: none"> Initiate plan for tele-neonatology Implement 2 pediatric teleclinics Identify Y3 quarterly targets and timelines 	<ul style="list-style-type: none"> <i>Plan initiated</i> <i>Teleclinics implemented</i> <i>Number of tele-neonatology visits by site</i> <i>Y3 milestones and metrics accepted</i>
4. Recruit and Retain Subspecialists	<ul style="list-style-type: none"> Evaluate potential partners for pediatric care in Virginia 	<ul style="list-style-type: none"> <i>Evaluation complete</i> 	<ul style="list-style-type: none"> Initiate plans for potential partners for pediatric care in Virginia Identify Y3 quarterly targets and timelines 	<ul style="list-style-type: none"> <i>Plans initiated</i> <i>Number of specialists accessible through new partnerships</i> <i>Y3 milestones and metrics accepted</i>

Implementation Roadmap

Milestones and Metrics for Measuring Strategies: 2020

Implementation Milestones and Metrics: Q3 and Q4

Strategies	Q3 Milestones	Q3 Metrics	Q4 Milestones	Q4 Metrics
5. Develop CRPC Designation at Niswonger Children's Hospital	<ul style="list-style-type: none"> Continue recruitment for child abuse prevention practitioner Formulate prevention activities through STRONG Kids network Participate in development of state network of child abuse care through Children's Hospital Alliance Evaluate pediatric ED facility gaps for trauma care Determine physician needs for trauma program Develop structure for ACE mitigation in conjunction with child abuse program 	<ul style="list-style-type: none"> <i>Continued recruitment</i> <i>STRONG Kids activities identified</i> <i>Participation continued</i> <i>Facility gaps identified</i> <i>Physician needs identified</i> <i>Structure developed</i> 	<ul style="list-style-type: none"> Hire child abuse prevention practitioner Participate in development of state network of child abuse care through Children's Hospital Alliance Complete timeline for pediatric trauma program implementation Begin training on building strong brains in primary care settings for pediatrics Identify Y3 quarterly targets and timelines 	<ul style="list-style-type: none"> <i>Child abuse prevention practitioner hired</i> <i>Participation continues</i> <i>Timeline complete</i> <i>Training initiated</i> <i>Y3 milestones and metrics accepted</i>

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Health Research and GME Plan

Implementation Roadmap



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Implementation Roadmap

Milestones and Metrics for Measuring Strategies: 2020

Implementation Milestones and Metrics: Q1 and Q2

Strategies	Q1 Milestones	Q1 Metrics	Q2 Milestones	Q2 Metrics
1. Establish the Tennessee Virginia Regional Health Sciences Consortium (TVRHSC)	<ul style="list-style-type: none"> Establish Consortium Governance 	<ul style="list-style-type: none"> <i>Evidence of Roster of Coordinating Council and Health Research Council and Education and Training Council</i> <i>Finalized Governance Charter and By-laws</i> 	<ul style="list-style-type: none"> Coordinating Council has convened at least once in Q2 Council Sub-Committees & membership established Identify staffing needs Explore technology needs 	<ul style="list-style-type: none"> <i>Coordinating Council Meeting minutes</i> <i>Evidence of Roster of Council Sub-Committee Chairs and members</i> <i>Evidence of Draft Job Descriptions</i> <i>Needs assessment initiated</i>
2. Identify Targeted Hiring Needs to Build Research Capacity and Academic Program Growth	<ul style="list-style-type: none"> Initiate regional workforce analysis 	<ul style="list-style-type: none"> <i>Scope and vendor selection</i> 	<ul style="list-style-type: none"> Review progress on workforce analysis 	<ul style="list-style-type: none"> <i>Progress reviewed</i>
3. Develop & Operationalize Consortium Research Infrastructure to Support Health Research in the Region	<ul style="list-style-type: none"> Analysis of regional research infrastructure assets/gap analysis initiated 	<ul style="list-style-type: none"> <i>Draft of existing regional assets submitted</i> 	<ul style="list-style-type: none"> Draft regional research growth priorities and strategies Finalize research infrastructure plan 	<ul style="list-style-type: none"> <i>Draft Regional Research Priorities plan submitted</i> <i>Finalized Research Infrastructure Plan Submitted</i>

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Implementation Roadmap

Milestones and Metrics for Measuring Strategies: 2020

Implementation Milestones and Metrics: Q1 and Q2

Strategies	Q1 Milestones	Q1 Metrics	Q2 Milestones	Q2 Metrics
4. Develop & Operationalize an Education and Training Infrastructure to Support the Region	<ul style="list-style-type: none"> Facilitate collaboration between existing resources and regional employers Engage regional academic partners to identify key Education and Training challenges Administrative structure development of VA Dental residency program Assessment of existing Addiction programs completed Finalize organizational structure for Health Professions Education (HPE) Office 	<ul style="list-style-type: none"> <i>Inventory of existing Education and Training assets in the region</i> <i>Draft Education and Training assessment of challenges</i> <i>List of administrative activities completed for implementation of new residency</i> <i>SW VA Addiction Medicine Fellowship initial business plan begun</i> <i>Finalized HPE organizational structure</i> 	<ul style="list-style-type: none"> Begin communication with regional workforce initiatives Analysis for Education and Training program development plan completed Initiate Health Professions Graduate assessment of reasons students leave the region upon graduation Identify initial targeted recruitment Develop HPE job descriptions and begin recruitment Assessment of potential Psychiatry rotations 	<ul style="list-style-type: none"> <i>Meeting minutes indication initiation of conversation</i> <i>Draft Education and Training augmentation plan submitted</i> <i>Finalized assessment/ observations submitted, incentives contemplated</i> <i>Evidence of finalized job description and recruitment activities</i> <i>Evidence of finalized HPE job postings</i> <i>Inventory of existing and potential new rotation locations</i>

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Implementation Roadmap

Milestones and Metrics for Measuring Strategies: 2020

Implementation Milestones and Metrics: Q3 and Q4

Strategies	Q3 Milestones	Q3 Metrics	Q4 Milestones	Q4 Metrics
1. Establish the Tennessee Virginia Regional Health Sciences Consortium (TVRHSC)	<ul style="list-style-type: none"> Supporting Staff & Infrastructure finalized and begin phase 1 staff recruitment Develop technology plan Research and Education/Training focus areas prioritized Develop/enhance Regional Symposium 	<ul style="list-style-type: none"> <i>Supporting Staff Organizational Chart</i> <i>Evidence of finalized job descriptions and initial recruitment activity</i> <i>Initiate technology vendor discussions</i> <i>Process for identification of priority areas produced</i> <i>Evaluation of current programs</i> 	<ul style="list-style-type: none"> Coordinating Council and Subcommittee meetings Hire Phase 1 staff and begin recruitment of phase 2 staff Technology implementation Priority focus areas identified Develop/enhance Regional Symposium Identify Y2 quarterly targets and timelines 	<ul style="list-style-type: none"> <i>Committee minutes</i> <i>List/Description of Tools Developed</i> <i>Evidence of accepted phase 2 offers</i> <i>Vendor selection</i> <i>Listing of priority areas</i> <i>Dates and agenda produced</i> <i>Y2 milestones and metrics accepted</i>
2. Identify Targeted Hiring Needs to Build Research Capacity and Academic Program Growth	<ul style="list-style-type: none"> Establish process for selecting/ prioritizing target hires Initiate recruitment process of Phase 1 targeted hires 	<ul style="list-style-type: none"> <i>Draft process developed for selecting/ prioritizing target hires</i> <i>Draft Job Descriptions for Phase 1 target hire(s)</i> 	<ul style="list-style-type: none"> Continue recruitment of Phase 1 target hires Begin Phase 2 of targeted hires Identify Y2 quarterly targets and timelines 	<ul style="list-style-type: none"> <i>Recruitment continued</i> <i>Draft Job Descriptions for Phase 2 target hire(s)</i> <i>Y2 milestones and metrics accepted</i>

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Implementation Roadmap

Milestones and Metrics for Measuring Strategies: 2020

Implementation Milestones and Metrics: Q3 and Q4

Strategies	Q3 Milestones	Q3 Metrics	Q4 Milestones	Q4 Metrics
3. Develop & Operationalize Consortium Research Infrastructure to Support Health Research in the Region	<ul style="list-style-type: none"> Finalize research priorities and strategies Develop & Finalize Research Infrastructure Implementation Plan Begin process of evaluation within Ballad COPA/CA plans 	<ul style="list-style-type: none"> <i>Final Regional Research Priorities plan submitted and approved</i> <i>Finalized Research Infrastructure plan submitted</i> <i>Minutes of meetings with leadership of other plans</i> 	<ul style="list-style-type: none"> Research Infrastructure Implementation begins Initiate COPA/CA plan evaluation Identify Y2 quarterly targets and timelines 	<ul style="list-style-type: none"> <i>Research Infrastructure Kickoff meeting held and working groups established</i> <i>Report of metrics and outcomes from plan activities</i> <i>Y2 milestones and metrics accepted</i>

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Implementation Roadmap

Milestones and Metrics for Measuring Strategies: 2020

Implementation Milestones and Metrics: Q3 and Q4

Strategies	Q3 Milestones	Q3 Metrics	Q4 Milestones	Q4 Metrics
4. Develop & Operationalize an Education and Training Infrastructure to Support the Region	<ul style="list-style-type: none"> Evaluation of commercial workforce supply/demand technology platforms Finalized Workforce Analysis Report Exploration of partnerships to develop additional or absent regional nursing and allied health needs Develop Allied Health incentive and career progression models Implementation of new Dental residency program timeline Implementation of new Optometry residency program timeline Initiate proposal for new Addiction Medicine Fellowship/expansion of psychiatry slots/rotations 	<ul style="list-style-type: none"> <i>Evidence of finalized Technology Vendor RFP developed</i> <i>Final Health Education/Workforce Analysis Plan</i> <i>Evidence of meeting with potential partners</i> <i>Draft Allied Health Incentive Models Plan</i> <i>Finalized Implementation Roadmap submitted</i> <i>Finalized Implementation Roadmap submitted</i> <i>Minutes of meetings with regional academic partners</i> 	<ul style="list-style-type: none"> Commercial workforce supply/demand technology platform initiation Initiate changes based on Workforce Analysis Report Development of needed nursing/allied health programs Evaluation of all incentive models vetted and finalized New residency program development activities completed Education and Training program augmentation initiated Evaluation of Primary Care provider retention program Identify Y2 quarterly targets and timelines 	<ul style="list-style-type: none"> <i>Technology Vendor Demonstrations Started</i> <i>TBD Q4 Plan Aims achieved, plan for Q5 plans finalized</i> <i>Evidence of business models for new/expanded programs</i> <i>Draft concept of incentive plans with implementation roadmap</i> <i>List of program development activities completed</i> <i>Listing of new/expanded training locations-improved access to rural program residents seeking specialty rotations</i> <i>Draft concept model and business plan</i> <i>Y2 milestones and metrics accepted</i>

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Health Information Exchange Plan

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Milestones and Metrics for Measuring Strategies: 2020

Implementation Milestones and Metrics: Q1 and Q2

Strategies	Q1 Milestones	Q1 Metrics	Q2 Milestones	Q2 Metrics
1. Establish Ballard Health HIE Steering Committee	<ul style="list-style-type: none"> Establish a Ballard Health Interoperability Steering with Committee with internal and external representation 	<ul style="list-style-type: none"> <i>Formed HIE Steering Committee</i> 	<ul style="list-style-type: none"> Develop Interoperability Committee Charter, Governance Model, Roles and Responsibilities 	<ul style="list-style-type: none"> <i>Approved Charter</i>
2. Conduct Geographic Service Area Interoperability Research	<ul style="list-style-type: none"> Initiate Market Research to Gauge Interest in Menu Offerings 	<ul style="list-style-type: none"> <i>Market research initiated</i> 	<ul style="list-style-type: none"> Complete Market Research to Gauge Interest in Menu Offerings 	<ul style="list-style-type: none"> <i>Market research complete</i>
3. Identify Optimal Portfolio of Interoperability and Assemble Deployment Strategies	<ul style="list-style-type: none"> N/A - Activity initiated once Strategy #2 completed 		<ul style="list-style-type: none"> N/A - Activity initiated once Strategy #2 completed 	

Implementation Roadmap

Milestones and Metrics for Measuring Strategies: 2020

Implementation Milestones and Metrics: Q3 and Q4

Strategies	Q3 Milestones	Q3 Metrics	Q4 Milestones	Q4 Metrics
1. Establish Ballard Health HIE Steering Committee	<ul style="list-style-type: none"> Recruit an Interoperability Program Director 	<ul style="list-style-type: none"> <i>Posted Program Director Position</i> 	<ul style="list-style-type: none"> Hire an Interoperability Program Director Identify Y2 quarterly targets and timelines 	<ul style="list-style-type: none"> <i>Filled Program Director Position</i> <i>Y2 milestones and metrics accepted</i>
2. Conduct Geographic Service Area Interoperability Research	<ul style="list-style-type: none"> Compile and Interpret Market Research Results 	<ul style="list-style-type: none"> <i>Market results evaluated</i> 	<ul style="list-style-type: none"> Identify Y2 quarterly targets and timelines 	<ul style="list-style-type: none"> <i>Y2 milestones and metrics accepted</i>
3. Identify Optimal Portfolio of Interoperability and Assemble Deployment Strategies	<ul style="list-style-type: none"> N/A - Activity initiated once Strategy #2 completed 		<ul style="list-style-type: none"> Utilize Market Research Result to initiate draft HIE roll-out plan Identify Y2 quarterly targets and timelines 	<ul style="list-style-type: none"> <i>Draft HIE roll-out plan available</i> <i>Y2 milestones and metrics accepted</i>

Implementation Roadmap

Milestones and Metrics for Measuring Strategies: 2020

Implementation Milestones and Metrics: Q1 and Q2

Strategies	Q1 Milestones	Q1 Metrics	Q2 Milestones	Q2 Metrics
4. Develop an HIE Recruitment and Support Plan	<ul style="list-style-type: none"> N/A - Activity initiated once Strategies #2 and #3 are completed 		<ul style="list-style-type: none"> N/A - Activity initiated once Strategies #2 and #3 are completed 	
5. Participate in ConnectVirginia's HIE and Associated Programs	<ul style="list-style-type: none"> Participate in ConnectVirginia EDCC program Participate in ConnectVirginia PDMP program Participate in Virginia Immunization program Participate in other Tennessee and Virginia regulatory programs 	<ul style="list-style-type: none"> <i>Ballad Health VA EDs participating</i> <i>Ballad Health VA applicable entities participating</i> <i>Ballad Health VA facilities participating</i> <i>Ballad Health facilities participating as required</i> 	<ul style="list-style-type: none"> Participate in ConnectVirginia EDCC program Participate in ConnectVirginia PDMP program Participate in Virginia Immunization program Participate in other Tennessee and Virginia regulatory programs 	<ul style="list-style-type: none"> <i>Ballad Health VA EDs participating</i> <i>Ballad Health VA applicable entities participating</i> <i>Ballad Health VA facilities participating</i> <i>Ballad Health facilities participating as required</i>

Implementation Roadmap

Milestones and Metrics for Measuring Strategies: 2020

Implementation Milestones and Metrics: Q3 and Q4

Strategies	Q3 Milestones	Q3 Metrics	Q4 Milestones	Q4 Metrics
4. Develop an HIE Recruitment and Support Plan	<ul style="list-style-type: none"> N/A - Activity initiated once Strategy #2 and #3 are completed 		<ul style="list-style-type: none"> N/A - Activity initiated once Strategies #2 and #3 completed Identify Y2 quarterly targets and timelines 	<ul style="list-style-type: none"> <i>Y2 milestones and metrics accepted</i>
5. Participate in ConnectVirginia's HIE and Associated Programs	<ul style="list-style-type: none"> Participate in ConnectVirginia EDCC program Participate in ConnectVirginia PDMP program Participate in Virginia Immunization program Participate in other Virginia regulatory programs 	<ul style="list-style-type: none"> <i>Ballad Health VA EDs participating</i> <i>Ballad Health VA applicable entities participating</i> <i>Ballad Health VA facilities participating</i> <i>Ballad Health VA facilities participating as regulated</i> 	<ul style="list-style-type: none"> Participate in ConnectVirginia EDCC program Participate in ConnectVirginia PDMP program Participate in Virginia Immunization program Participate in other Virginia regulatory programs Identify Y2 quarterly targets and timelines 	<ul style="list-style-type: none"> <i>Ballad Health VA and TN EDs participating</i> <i>Ballad Health VA applicable entities participating</i> <i>Ballad Health VA facilities participating</i> <i>Ballad Health VA facilities participating as regulated</i> <i>Y2 milestones and metrics accepted</i>



Population Health Plan

Implementation Roadmap



It's your story. We're listening.

Implementation Roadmap – Population Health Plan

Focus Area One 2020 Quarterly Milestones and Metrics

Develop Population Health Infrastructure

Implementation Milestones and Metrics: Q1 and Q2

Strategies	Q1 Milestones	Q1 Metrics	Q2 Milestones	Q2 Metrics
1. Develop the Ballard Health Population Health Department	<ul style="list-style-type: none"> Review and revise budget Evaluate staff Evaluate tracking systems Expand communications and data/evaluation support team 	<ul style="list-style-type: none"> <i>Budget completed</i> <i>Evaluation completed</i> <i>Evaluation completed</i> <i>Population health communications and data/evaluation FTEs hired</i> 	<ul style="list-style-type: none"> Population Health Clinical Committee to evaluate and revise, if needed, clinical systems and protocols 	<ul style="list-style-type: none"> <i>Evaluation completed and revisions submitted, if needed</i>
2. Create and Activate an Accountable Care Community (ACC)	<ul style="list-style-type: none"> Ensure leadership council and sector committees are fully functional Engage with an effectiveness partner such as FSG 	<ul style="list-style-type: none"> <i>Leadership committee and committees are conducting regular meetings</i> <i>Partner engaged</i> 	<ul style="list-style-type: none"> Ensure all counties include needed sector representation Ensure engagement of all ACC members 	<ul style="list-style-type: none"> <i>Counties have representation secured for all sectors</i> <i>Development of a communication and engagement plan for ACC members</i>

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Implementation Roadmap – Population Health Plan

Focus Area One 2020 Quarterly Milestones and Metrics

Develop Population Health Infrastructure

Implementation Milestones and Metrics: Q3 and Q4

Strategies	Q3 Milestones	Q3 Metrics	Q4 Milestones	Q4 Metrics
1. Develop the Ballard Health Population Health Department	<ul style="list-style-type: none"> Evaluate and expand, if needed, Population Health Clinical Committee membership 	<ul style="list-style-type: none"> <i>Evaluation completed and additional members invited, if needed</i> 	<ul style="list-style-type: none"> Identify Y3 quarterly targets and timelines 	<ul style="list-style-type: none"> <i>Y3 milestones and metrics accepted</i>
2. Create and Activate an Accountable Care Community (ACC)	<ul style="list-style-type: none"> Conduct leadership development with ACC and county partners 	<ul style="list-style-type: none"> <i>Leadership development materials provided and/or sessions completed</i> 	<ul style="list-style-type: none"> Identify Y3 quarterly targets and timelines 	<ul style="list-style-type: none"> <i>Y3 milestones and metrics accepted</i>

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Implementation Roadmap – Population Health Plan

Focus Area Two 2020 Quarterly Milestones and Metrics

Ballad Health as a Community Health Improvement Organization

Implementation Milestones and Metrics: Q1 and Q2

Strategies	Q1 Milestones	Q1 Metrics	Q2 Milestones	Q2 Metrics
1. Delivery system improvement and re-design	<ul style="list-style-type: none"> Convene internal stakeholders to conduct capacity/readiness assessment for STRONG Model implementation Advance HQEP contract Initiate HQEP quarterly progress reviews Expand MSSP to include legacy WMA providers 	<ul style="list-style-type: none"> <i>Stakeholder meetings conducted</i> <i>Contract advanced</i> <i>HQEP quarterly reviews initiated</i> <i>Expansion complete</i> <i>Number of lives under CIN/HQEP management</i> <i>Number of lives under a VBC</i> 	<ul style="list-style-type: none"> Begin draft of STONG Model Implementation plan Identify HQEP performance improvement opportunities and solutions Execute MSSP renewal contract 	<ul style="list-style-type: none"> <i>Draft started</i> <i>Performance opportunities and solutions identified</i> <i>Number of lives under CIN/HQEP management</i> <i>Number of lives under a VBC</i>
2. Information systems, decision support and information exchange	<ul style="list-style-type: none"> Refer to HIE Plan 	<ul style="list-style-type: none"> <i>Refer to HIE Plan</i> <i>Number of Ballad Health sites on EPIC</i> 	<ul style="list-style-type: none"> Refer to HIE Plan 	<ul style="list-style-type: none"> <i>Refer to HIE Plan</i> <i>Number of Ballad Health sites on EPIC</i>
3. Self management and development of personal skills	<ul style="list-style-type: none"> Expand additional Ballad Health Team Member wellness initiatives through B Well 	<ul style="list-style-type: none"> <i>Expansion of at least one initiative through system</i> 	<ul style="list-style-type: none"> Evaluate Ballad Health Team Member coaching, stress reduction, and diabetes management performance and revise as appropriate Activate Cleveland Clinic consultant relationship and begin supportive environment assessment for B Well 	<ul style="list-style-type: none"> <i>Evaluations completed</i> <i>Consultant contract completed and assessment implemented</i>

Implementation Roadmap – Population Health Plan

Focus Area Two 2020 Quarterly Milestones and Metrics

Ballad Health as a Community Health Improvement Organization

Implementation Milestones and Metrics: Q3 and Q4

Strategies	Q3 Milestones	Q3 Metrics	Q4 Milestones	Q4 Metrics
1. Delivery system improvement and re-design	<ul style="list-style-type: none"> Finalize STRONG Model Implementation Plan Implement HQEP performance improvement opportunities and solutions Initiate year 2 HQEP contract development Identify potential additional HQEP participants 	<ul style="list-style-type: none"> <i>Draft complete</i> <i>Performance opportunities and solutions implemented</i> <i>Contract underway</i> <i>New potential participants identified</i> <i>Number of lives under CIN/HQEP management</i> <i>Number of lives under a VBC</i> 	<ul style="list-style-type: none"> Socialize implementation plan Implement HQEP performance improvement opportunities and solutions Prepare year 2 HQEP contract for execution in Q1FY21 Identify potential additional HQEP participants Identify Y3 quarterly targets and timelines 	<ul style="list-style-type: none"> <i>Plan socialized to groups</i> <i>Performance opportunities and solutions implemented</i> <i>Year 2 HQEP contract drafted</i> <i>Engage with potential additional participants</i> <i>Number of lives under CIN/HQEP management</i> <i>Number of lives under a VBC</i> <i>Y3 milestones and metrics accepted</i>
2. Information systems, decision support and information exchange	<ul style="list-style-type: none"> Refer to HIE Plan Initiate EPIC training for clinics yet to be converted 	<ul style="list-style-type: none"> <i>Refer to HIE Plan</i> <i>EPIC training initiated</i> <i>Number of Ballad Health sites on EPIC</i> 	<ul style="list-style-type: none"> Refer to HIE Plan Epic go-live for remaining non-Epic clinics Identify Y3 quarterly targets and timelines 	<ul style="list-style-type: none"> <i>Refer to HIE Plan</i> <i>Successful go-live</i> <i>Number of Ballad Health sites on EPIC</i> <i>YR3 milestones and metrics accepted</i>
3. Self management and development of personal skills	<ul style="list-style-type: none"> Conduct education efforts with team members to support improving health outcomes Socialize Cleveland Clinic assessment findings to internal stakeholders Promote population health objectives to team members to increase understanding 	<ul style="list-style-type: none"> <i>Education campaigns/sessions completed</i> <i>Assessment socialized to groups</i> <i>Circulation of objectives completed and learning sessions conducted</i> 	<ul style="list-style-type: none"> Identify opportunities to expand “B Well” and Team Member wellness initiatives to community and Chamber of Commerce partners Include Cleveland Clinic findings into Yr3 B Well plan Identify Y3 quarterly targets and timelines 	<ul style="list-style-type: none"> <i>Opportunities identified and incorporated into strategic plan</i> <i>Findings incorporated</i> <i>YR3 milestones and metrics accepted</i>

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Implementation Roadmap – Population Health Plan

Focus Area Three 2020 Quarterly Milestones and Metrics

Enabling Community Resources and Sound Health Policy

Implementation Milestones and Metrics: Q1 and Q2

Strategies	Q1 Milestones	Q1 Metrics	Q2 Milestones	Q2 Metrics
1. Strengthen community action	<ul style="list-style-type: none"> Negotiate contracts with community partners for pilots 	<ul style="list-style-type: none"> <i>Contracts completed</i> 	<ul style="list-style-type: none"> Implement pilot interventions 	<ul style="list-style-type: none"> <i>Interventions launched</i>
2. Create supportive environments	<ul style="list-style-type: none"> Identify best practice communication approaches for education, awareness and calls to action Draft Vulnerable Population Plan 	<ul style="list-style-type: none"> <i>Best practices identified and incorporated into communication plan</i> <i>Draft completed</i> 	<ul style="list-style-type: none"> Advance Business Health Collaborative work with individual orgs/pilots Develop thematic campaigns to build awareness around key pop health metrics and initiatives Finalize Vulnerable Population Health Plan 	<ul style="list-style-type: none"> <i>Interventions launched</i> <i>Campaigns developed</i> <i>Plan finalized</i>
3. Build Healthy Public Policy	<ul style="list-style-type: none"> Construct meeting schedule for all TN and VA GSA legislators to review legislative agenda Explore state and federal arrangements that support the STRONG Model 	<ul style="list-style-type: none"> <i>Schedule completed</i> <i>Exploration launched</i> 	<ul style="list-style-type: none"> Begin meeting with TN and VA GSA legislators to review legislative agenda Compile national models/best practices into report 	<ul style="list-style-type: none"> <i>Meetings conducted</i> <i>Report completed</i>

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Implementation Roadmap – Population Health Plan

Focus Area Three 2020 Quarterly Milestones and Metrics

Enabling Community Resources and Sound Health Policy

Implementation Milestones and Metrics: Q3 and Q4

Strategies	Q3 Milestones	Q3 Metrics	Q4 Milestones	Q4 Metrics
1. Strengthen community action	<ul style="list-style-type: none"> Conduct pilot site visits to examine leading indicators 	<ul style="list-style-type: none"> <i>Site visits completed</i> 	<ul style="list-style-type: none"> Develop and implement organization action plans that align with the ACC Evaluate intervention pilots effectiveness Identify Y3 quarterly targets and timelines 	<ul style="list-style-type: none"> <i>Action plans completed</i> <i>Evaluations completed</i> <i>Y3 milestones and metrics accepted</i>
2. Create supportive environments	<ul style="list-style-type: none"> Launch customized Business Health Offerings that support population health goals Launch thematic campaigns Launch Phase 1 of Vulnerable Population Plan 	<ul style="list-style-type: none"> <i>Offerings launched</i> <i>Campaigns launched</i> <i>Phase 1 launched</i> 	<ul style="list-style-type: none"> Identify Y3 quarterly targets and timelines 	<ul style="list-style-type: none"> <i>Y3 milestones and metrics accepted</i>
3. Build Healthy Public Policy	<ul style="list-style-type: none"> Continue meeting with TN and VA GSA legislators to review legislative agenda Share models with stakeholders 	<ul style="list-style-type: none"> <i>Meetings conducted</i> <i>Models distributed</i> 	<ul style="list-style-type: none"> Identify Y3 quarterly targets and timelines 	<ul style="list-style-type: none"> <i>Y3 milestones and metrics accepted</i>

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Rural Health Plan

Implementation Roadmap



It's your story. We're listening.

Implementation Roadmap

Milestones and Metrics for Measuring Strategies: 2020

Implementation Milestones and Metrics: Q1 and Q2

Strategies	Q1 Milestones	Q1 Metrics	Q2 Milestones	Q2 Metrics
1. Expand Access to PCPs Through Additions of Mid-levels	<ul style="list-style-type: none"> Review mid-level performance based on access metrics in FY2019 to identify impact and opportunities for improvement Implement action items related to opportunities identified Recruit one mid-level for Norton and one for Greeneville 	<ul style="list-style-type: none"> <i>Performance review completed</i> <i>Action items implemented</i> <i>Recruitment in process</i> <i>Number of patients treated by additional primary care providers</i> 	<ul style="list-style-type: none"> Continue to evaluate access metrics and act on opportunities for improvement Hire one mid-level for Norton and one for Greeneville and onboard them 	<ul style="list-style-type: none"> <i>Action items implemented</i> <i>Mid-levels hired and onboarded</i> <i>Number of patients treated by additional primary care providers</i>
2. Recruit Physician Specialists	<ul style="list-style-type: none"> Review specialists performance based on access metrics in FY2019 to identify impact and opportunities for improvement Implement action items related to opportunities identified Initiate recruitment of a general surgeon in Elizabethton, pulmonologist in Norton, and psychiatrist in Russell 	<ul style="list-style-type: none"> <i>Performance review completed</i> <i>Action items implemented</i> <i>Recruitment in process</i> <i>Number of patients treated by additional specialist providers</i> 	<ul style="list-style-type: none"> Continue to recruit targeted specialists Continue to evaluate access metrics and act on opportunities for improvement 	<ul style="list-style-type: none"> <i>Recruitment continued</i> <i>Action items implemented</i> <i>Number of patients treated by additional specialist providers</i>

Implementation Roadmap

Milestones and Metrics for Measuring Strategies: 2020

Implementation Milestones and Metrics: Q1 and Q2

Strategies	Q1 Milestones	Q1 Metrics	Q2 Milestones	Q2 Metrics
3. Implement Team-Based Care Models to Support PCPs	<ul style="list-style-type: none"> Fully onboard 4 care coordinators Fully onboard 1 clinical pharmacist 	<ul style="list-style-type: none"> <i>Onboarding complete</i> <i>Onboarding complete</i> <i>Number of patient lives under management of a team-based care model</i> 	<ul style="list-style-type: none"> Fully onboard 2 behavioral health navigators Evaluate new team-based care structure, based on managed lives and outcomes Identify additional resources needed to initiate operations for a second enhanced team-based care model 	<ul style="list-style-type: none"> <i>Onboarding complete</i> <i>Evaluation complete</i> <i>Additional resources identified</i> <i>Number of patient lives under management of a team-based care model</i>
4. Deploy Virtual Care Services	<ul style="list-style-type: none"> Initiate purchase of a new virtual health platform across Ballad Health Work with neurology to standardize tele-neurology services, technology, identify areas for expansion and partner for additional FTEs so can expand tele-stroke hospital locations Work with NsCH to standardize tele-peds specialty services, technology, identify areas for expansion and partner for additional FTEs so can expand tele-peds specialties Work with behavioral health to standardize tele-behavioral services, technology, identify areas for expansion and partner for additional FTEs so can expand tele-behavioral 	<ul style="list-style-type: none"> <i>Purchase initiated</i> <i>Work initiated</i> <i>Number of tele-stroke patients</i> <i>Work initiated</i> <i>Number of tele-peds patients</i> <i>Work initiated</i> <i>Number of tele-behavioral patients</i> <i>Number of tele-behavioral outpatient sites for low-acuity patients</i> 	<ul style="list-style-type: none"> Complete purchase of a new virtual health platform across Ballad Health Initiate retro-fitting of all current virtual health technology in hospital EDs Complete work necessary to expand tele-stroke hospital locations Complete work necessary to expand tele-peds specialties Complete work necessary to expand tele-behavioral outpatient sites Conduct build vs buy research for a direct to consumer e-visit with video offering 	<ul style="list-style-type: none"> <i>Purchase completed</i> <i>Retro-fit initiated</i> <i>Work completed</i> <i>Number of tele-stroke patients</i> <i>Work completed</i> <i>Number of tele-peds patients</i> <i>Work completed</i> <i>Number of tele-behavioral patients</i> <i>Number of tele-behavioral outpatient sites for low-acuity patients</i> <i>Research complete</i>

Implementation Roadmap

Milestones and Metrics for Measuring Strategies: 2020

Implementation Milestones and Metrics: Q3 and Q4

Strategies	Q3 Milestones	Q3 Metrics	Q4 Milestones	Q4 Metrics
1. Expand Access to PCPs Through Additions of Mid-levels	<ul style="list-style-type: none"> Continue to evaluate access metrics and act on opportunities for improvement 	<ul style="list-style-type: none"> <i>Action items implemented</i> <i>Number of patients treated by additional primary care providers</i> 	<ul style="list-style-type: none"> Continue to evaluate access metrics and act on opportunities for improvement Identify Y3 quarterly targets and timelines 	<ul style="list-style-type: none"> <i>Action items implemented</i> <i>Number of patients treated by additional primary care providers</i> <i>Y3 milestones and metrics accepted</i>
2. Recruit Physician Specialists	<ul style="list-style-type: none"> Continue to recruit targeted specialists Continue to evaluate access metrics and act on opportunities for improvement 	<ul style="list-style-type: none"> <i>Recruitment continued</i> <i>Action items implemented</i> <i>Number of patients treated by additional specialist providers</i> 	<ul style="list-style-type: none"> Secure targeted specialists Continue to evaluate access metrics and act on opportunities for improvement Identify Y3 quarterly targets and timelines 	<ul style="list-style-type: none"> <i>Targeted specialists secured</i> <i>Action items implemented</i> <i>Number of patients treated by additional specialist providers</i> <i>Y3 milestones and metrics accepted</i>
3. Implement Team-Based Care Models to Support PCPs	<ul style="list-style-type: none"> Recruit identified resources needed to initiate operations for second enhanced team-based care model 	<ul style="list-style-type: none"> <i>Recruitment initiated</i> <i>Number of patient lives under management of a team-based care model</i> 	<ul style="list-style-type: none"> Recruit identified resources needed to initiate operations for second enhanced team-based care model Evaluate additional resources needed to initiate operations for third enhanced team-based care model Identify Y3 quarterly targets and timelines 	<ul style="list-style-type: none"> <i>Recruitment complete</i> <i>Resources identified</i> <i>Number of patient lives under management of a team-based care model</i> <i>Y3 milestones and metrics accepted</i>

Implementation Roadmap

Milestones and Metrics for Measuring Strategies: 2020

Implementation Milestones and Metrics: Q3 and Q4

Strategies	Q3 Milestones	Q3 Metrics	Q4 Milestones	Q4 Metrics
4. Deploy Virtual Care Services	<ul style="list-style-type: none"> Complete retro-fitting of all current virtual health technology in hospital EDs Identify any needed equipment for additional services Work with Epic team to develop direct to consumer e-visit with video program within Epic 	<ul style="list-style-type: none"> <i>Retrofit complete</i> <i>Additional equipment needs identified</i> <i>Epic team development work complete</i> <i>Number of tele-stroke patients</i> <i>Number of tele-peds patients</i> <i>Number of tele-behavioral patients</i> <i>Number of tele-behavioral outpatient sites for low-acuity patients</i> 	<ul style="list-style-type: none"> Plan for any needed equipment Identify pilot sites to test a direct to consumer e-visit with video program and workflows Identify Y3 quarterly targets and timelines 	<ul style="list-style-type: none"> <i>Plan complete</i> <i>Pilots identified</i> <i>Number of tele-stroke patients</i> <i>Number of tele-peds patients</i> <i>Number of tele-behavioral patients</i> <i>Number of tele-behavioral outpatient sites for low-acuity patients</i> <i>Y3 milestones and metrics accepted</i>

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FY2020 Implementation Roadmaps

June 26, 2019