



COMMONWEALTH of VIRGINIA

Department of Health

Office of Licensure and Certification

Marissa J. Levine, MD, MPH, FAAFP
State Health Commissioner

TTY 7-1-1 OR
1-800-828-1120

9960 Mayland Drive, Suite 401
Henrico, Virginia 23233-1485
FAX: (804) 527-4502

January 9, 2017

Alan Levine
President and CEO, Mountain States Health Alliance
303 Med Tech Parkway, Suite 30
Johnson City, Tennessee 37604

Bart Hove
President and CEO, Wellmont Health System
1905 American Way
Kingsport, Tennessee 37660

Dear Mr. Levine and Mr. Hove:

The Virginia Department of Health (VDH) is in receipt of a document titled "A Review of the Commonwealth of Virginia Application for a Letter Authorizing a Cooperative Agreement Filed by Mountain States Health Alliance and Wellmont Health System." Based on VDH's review of this document, VDH has prepared a Supplemental Data Request (attached) for your completion. Please note that this request is in addition to the updated questions that were sent to you under separate cover on December 22, 2016.

In general, VDH's Supplemental Data Request seeks historical, baseline and projected data points for a variety of performance and cost indicators. The document is formatted such that the requested data can and should be key entered directly into the document. This supplemental data is necessary to the Commissioner's assessment of whether to approve the proposed cooperative agreement. This request is being made pursuant to Virginia's Rules and Regulations Governing Cooperative Agreements (12VAC5-221-70(A)). Please note that 12VAC5-221-80(F) states "The Commissioner shall not render a decision on the application until all supplemental information requested has been received."

DIRECTOR
(804) 367-2102

ACUTE CARE
(804) 367-2104

COPN
(804) 367-2126

VDH VIRGINIA
DEPARTMENT
OF HEALTH
Protecting You and Your Environment
www.vdh.virginia.gov

COMPLAINTS
1-800-955-1819

LONG TERM CARE
(804) 367-2100

Should you have any questions, please contact me at (804-367-2102 or at Erik.Bodin@vdh.virginia.gov.

Sincerely,

A handwritten signature in blue ink, appearing to read 'E. Bodin', with a large, stylized flourish above the name.

Erik O. Bodin, Director
Office of Licensure and Certification

cc: The Honorable Terry G. Kilgore, Chairman
Southwest Virginia Health Authority

Encs.

Supplemental Data Request

Virginia Department of Health

SECTION I

Performance of the Key Health System Divisions

HOSPITAL QUALITY (For each hospital in the system)

Identify your hospitals top quality indicators and complete the grid providing historic performance, current baseline and target goal performance for each hospital in the Mountain States and Wellmont systems.

| Targets Key Quality Indicator | 2014 Performance | 2015 Performance | 2016 Performance | Baseline | 2017 Performance Target | 2018 Performance Target | 2019 Performance Target | 2020 Performance Target |
|----------------------------------|---------------------|---------------------|---------------------|----------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| 1. | | | | | | | | |
| 2. | | | | | | | | |
| 3. | | | | | | | | |
| 4. | | | | | | | | |
| 5. | | | | | | | | |
| 6. | | | | | | | | |

AGGREGATE HOSPITAL QUALITY

Provide aggregate hospital quality indicator performance for Wellmont historically, current baseline and target goal performance.

| Performance Targets Key Quality Indicator | 2014 Performance | 2015 Performance | 2016 Performance | Baseline | 2017 Performance Target | 2018 Performance Target | 2019 Performance Target | 2020 Performance Target |
|--|------------------|------------------|------------------|----------|-------------------------|-------------------------|-------------------------|-------------------------|
| 1. | | | | | | | | |
| 2. | | | | | | | | |
| 3. | | | | | | | | |
| 4. | | | | | | | | |
| 5. | | | | | | | | |
| 6. | | | | | | | | |

AGGREGATE HOSPITAL QUALITY

Provide aggregate hospital quality indicator performance for Mountain States historically, current baseline and target goal performance.

| Performance Targets Key Quality Indicator | 2014 Performance | 2015 Performance | 2016 Performance | Baseline | 2017 Performance Target | 2018 Performance Target | 2019 Performance Target | 2020 Performance Target |
|--|------------------|------------------|------------------|----------|-------------------------|-------------------------|-------------------------|-------------------------|
| 1. | | | | | | | | |
| 2. | | | | | | | | |
| 3. | | | | | | | | |
| 4. | | | | | | | | |
| 5. | | | | | | | | |
| 6. | | | | | | | | |

HOSPITAL COST

Identify the top 25 services/procedures in the hospital system and provide aggregate cost data historically, current baseline and targeted goal performance. In the column next to baseline identify the difference between high and low across all hospitals in Ballard.

| Key Services / Procedures | Performance Targets | 2014 Performance | 2015 Performance | 2016 Performance | Baseline | % Variation | 2017 Performance Target | 2018 Performance Target | 2019 Performance Target | 2020 Performance Target |
|---------------------------|---------------------|------------------|------------------|------------------|----------|-------------|-------------------------|-------------------------|-------------------------|-------------------------|
| 1. | | | | | | | | | | |
| 2. | | | | | | | | | | |
| 3. | | | | | | | | | | |
| 4. | | | | | | | | | | |
| 5. | | | | | | | | | | |
| 6. | | | | | | | | | | |

AGGREGATE HOSPITAL EXPERIENCE SATISFACTION

Identify the key experience satisfaction indicators for hospital services and provide historic, current baseline and goal target performance for each. Next to the baseline column identify the % difference from highest to lowest performing hospital.

| Performance Targets Experience Satisfaction | 2014 Performance | 2015 Performance | 2016 Performance | Baseline | % Variation | 2017 Performance Target | 2018 Performance Target | 2019 Performance Target | 2020 Performance Target |
|--|---------------------|---------------------|---------------------|----------|----------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| 1. | | | | | | | | | |
| 2. | | | | | | | | | |
| 3. | | | | | | | | | |
| 4. | | | | | | | | | |
| 5. | | | | | | | | | |
| 6. | | | | | | | | | |

HOSPITAL BASED - MEDICARE/MEDICAID PERFORMANCE PAYMENT SUMMARY

Performance Dollar Return

List the current performance risk based programs both systems are currently participating in. Provide historic return on each program as a percentage of possible dollars recovered by the system. Current baseline refers to expected 2016 returns.

Project future targets for current programs and future programs you would potentially participate in.

| | Targets Program | 2014 Performance % of Total | 2015 Performance % of Total | 2016 Performance % of Total | Expected Return Baseline % of Total | 2017 Return % of Total | 2018 Return % of Total | 2019 Return % of Total | 2020 Return % of Total | 2021 Return % of Total |
|----------|--|--------------------------------------|--------------------------------------|--------------------------------------|--|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| Medicaid | <ol style="list-style-type: none"> 1. 2. 3. 4. 5. 6. | | | | | | | | | |
| Medicare | <ol style="list-style-type: none"> 1. 2. 3. 4. 5. 6. | | | | | | | | | |

AGGREGATE AMBULATORY QUALITY

Identify the top quality indicators in primary care and provide aggregate performance data across all practices.

Next to baseline provide the % variation from high to low across all practices in the system.

Provide future performance targets for each indicator.

| Performance Targets Key Quality Indicator | 2014 Performance | 2015 Performance | 2016 Performance | Baseline | % Variation | 2017 Performance Target | 2018 Performance Target | 2019 Performance Target | 2020 Performance Target |
|--|------------------|------------------|------------------|----------|-------------|-------------------------|-------------------------|-------------------------|-------------------------|
| 1. | | | | | | | | | |
| 2. | | | | | | | | | |
| 3. | | | | | | | | | |
| 4. | | | | | | | | | |
| 5. | | | | | | | | | |
| 6. | | | | | | | | | |

AMBULATORY COST

Identify the key services provided in the primary care setting. Provide aggregate cost data for each service across primary care practices. Project expected future target cost data for each service.

| CPT Code \ Performance Targets | 2014 Performance | 2015 Performance | 2016 Performance | Baseline | 2017 Performance Target | 2018 Performance Target | 2019 Performance Target | 2020 Performance Target |
|--------------------------------|------------------|------------------|------------------|----------|-------------------------|-------------------------|-------------------------|-------------------------|
| 1. | | | | | | | | |
| 2. | | | | | | | | |
| 3. | | | | | | | | |
| 4. | | | | | | | | |
| 5. | | | | | | | | |
| 6. | | | | | | | | |

AGGREGATE AMBULATORY EXPERIENCE – SATISFACTION

- 1 – Provide historic, current baseline and projected performance for aggregate access data as measured by days to third available appointment.
 2 – Provide aggregate satisfaction data for all practices as measured by “likelihood to recommend” for historic, current and future performance.

| | Performance Targets | 2014 Performance | 2015 Performance | 2016 Performance | Baseline | 2017 Performance Target | 2018 Performance Target | 2019 Performance Target | 2020 Performance Target | 2021 Performance Target |
|--------------|---|---------------------|---------------------|---------------------|----------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| | Indicators | | | | | | | | | |
| Access | Days to 3 rd available Appointment | | | | | | | | | |
| Satisfaction | Likelihood to Recommend | | | | | | | | | |

CURRENT PRIMARY CARE PHYSICIAN ALIGNMENT

Provide primary care information for each system practice identifying the name of the practice, combined panel size and location.

| | Primary Care Practices | Patient Panel Size | Location |
|-----------------|---|--------------------|----------|
| Mountain States | | | |
| | 1 2 3 4 5 6 7 8 9 10 11 12 | | |
| Wellmont | | | |
| | 1 2 3 4 5 6 7 8 9 10 11 12 | | |

CURRENT INDEPENDENT PRIMARY CARE PHYSICIAN ALIGNMENT

*Provide primary care information for the aligned independent practices
identifying current practices, panel size and location.*

| | Primary Care Practice | Patient Panel Size | Location | Name of Group Affiliation |
|---------|-----------------------|--------------------|----------|---------------------------|
| Group 1 | | | | |
| | 1 | | | |
| | 2 | | | |
| | 3 | | | |
| | 4 | | | |
| | 5 | | | |
| | 6 | | | |
| | 7 | | | |
| | 8 | | | |
| | 9 | | | |
| | 10 | | | |
| | 11 | | | |
| | 12 | | | |
| | 13 | | | |
| | 14 | | | |
| | 15 | | | |
| | 16 | | | |
| | 17 | | | |
| | 18 | | | |
| | 19 | | | |
| | 20 | | | |
| | 21 | | | |
| | 22 | | | |
| | 23 | | | |
| | 24 | | | |
| | 25 | | | |
| | 26 | | | |
| | 27 | | | |
| | 28 | | | |
| | 29 | | | |
| | 30 | | | |
| | 31 | | | |
| | 32 | | | |
| | 33 | | | |
| | 34 | | | |
| | 35 | | | |
| | 36 | | | |
| | 37 | | | |
| | 38 | | | |
| | 39 | | | |
| | 40 | | | |

FUTURE PRIMARY CARE VISION PHYSICIAN ALIGNMENT - BALLAD

Provide the future anticipated outlook for Ballad owned primary care practices by location.

| Panel Size | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------------|------|------|------|------|------|
| Primary Care Location | | | | | |
| 1 | | | | | |
| 2 | | | | | |
| 3 | | | | | |
| 4 | | | | | |
| 5 | | | | | |
| 6 | | | | | |
| 7 | | | | | |
| 8 | | | | | |
| 9 | | | | | |
| 10 | | | | | |
| 11 | | | | | |
| 12 | | | | | |
| 13 | | | | | |
| 14 | | | | | |
| 15 | | | | | |
| 16 | | | | | |
| 17 | | | | | |
| 18 | | | | | |
| 19 | | | | | |
| 20 | | | | | |
| 21 | | | | | |
| 22 | | | | | |
| 23 | | | | | |
| 24 | | | | | |
| 25 | | | | | |

FUTURE PRIMARY CARE VISION
PHYSICIAN ALIGNMENT - INDEPENDENT GROUPS
*Provide the future anticipated outlook for independent
physician groups with primary care by location.*

| Panel Size Primary Care Location /Affiliation | 2017 | 2018 | 2019 | 2020 | 2021 |
|---|------|------|------|------|------|
| 1 | | | | | |
| 2 | | | | | |
| 3 | | | | | |
| 4 | | | | | |
| 5 | | | | | |
| 6 | | | | | |
| 7 | | | | | |
| 8 | | | | | |
| 9 | | | | | |
| 10 | | | | | |
| 11 | | | | | |
| 12 | | | | | |
| 13 | | | | | |
| 14 | | | | | |
| 15 | | | | | |

CONDITION QUALITY

Identify top conditions that require care across the continuum. List aggregate -quality indicators for each condition and provide historic, current baseline and future projected performance.

| Performance Condition | Indicator | 2014 Performance | 2015 Performance | 2016 Performance | Baseline | 2017 Performance Target | 2018 Performance Target | 2019 Performance Target | 2020 Performance Target |
|--------------------------|------------------|---------------------|---------------------|---------------------|----------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| 1. Example: CHF | 1 2 3 4 | | | | | | | | |
| 2. | 1 2 3 4 | | | | | | | | |
| 3. | 1 2 3 4 | | | | | | | | |
| 4. | 1 2 3 4 | | | | | | | | |
| 5. | 1 2 3 4 | | | | | | | | |
| 6. | 1 2 3 4 | | | | | | | | |

CONDITION TOTAL COST OF CARE FOR A POPULATION PMPY

Utilizing data from current payer agreements provide aggregate total cost of care as measured by PMPY for each key condition for historic, current baseline and future projected performance.

| Performance Condition | 2014 Performance | 2015 Performance | 2016 Performance | Baseline | 2017 Performance Target | 2018 Performance Target | 2019 Performance Target | 2020 Performance Target |
|--------------------------|---------------------|---------------------|---------------------|----------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| 1. Example: CHF PMPY | | | | | | | | |
| 2. | | | | | | | | |
| 3. | | | | | | | | |
| 4. | | | | | | | | |
| 5. | | | | | | | | |
| 6. | | | | | | | | |

CONDITION EXPERIENCE (Satisfaction)

Provide aggregate satisfaction data as measured by likelihood to recommend for each key condition by historic performance, current baseline and target performance.

| Likelihood to Recommend Condition | 2014 Performance | 2015 Performance | 2016 Performance | Baseline | 2017 Performance Target | 2018 Performance Target | 2019 Performance Target | 2020 Performance Target |
|--------------------------------------|------------------|------------------|------------------|----------|-------------------------|-------------------------|-------------------------|-------------------------|
| 1. Example: CHF | | | | | | | | |
| 2. | | | | | | | | |
| 3. | | | | | | | | |
| 4. | | | | | | | | |
| 5. | | | | | | | | |
| 6. | | | | | | | | |

SECTION II

Payer Performance

*List the quality indicators associated with each payer agreement.
Provide historic, current baseline and future target goals for each indicator.*

| Quality Indicators \ Performance Targets | 2014 Performance | 2015 Performance | 2016 Performance | Baseline | 2017 Performance Target | 2018 Performance Target | 2019 Performance Target | 2020 Performance Target |
|--|------------------|------------------|------------------|----------|-------------------------|-------------------------|-------------------------|-------------------------|
| 1. | | | | | | | | |
| 2. | | | | | | | | |
| 3. | | | | | | | | |
| 4. | | | | | | | | |
| 5. | | | | | | | | |
| 6. | | | | | | | | |

*List the quality indicators associated with each payer agreement.
Provide historic, current baseline and future target goals for each indicator.*

| Quality Indicators \ Performance Targets | 2014 Performance | 2015 Performance | 2016 Performance | Baseline | 2017 Performance Target | 2018 Performance Target | 2019 Performance Target | 2020 Performance Target |
|--|------------------|------------------|------------------|----------|-------------------------|-------------------------|-------------------------|-------------------------|
| 1. | | | | | | | | |
| 2. | | | | | | | | |
| 3. | | | | | | | | |
| 4. | | | | | | | | |
| 5. | | | | | | | | |
| 6. | | | | | | | | |

*List the quality indicators associated with each payer agreement.
Provide historic, current baseline and future target goals for each indicator.*

| Quality Indicators \ Performance Targets | 2014 Performance | 2015 Performance | 2016 Performance | Baseline | 2017 Performance Target | 2018 Performance Target | 2019 Performance Target | 2020 Performance Target |
|--|------------------|------------------|------------------|----------|-------------------------|-------------------------|-------------------------|-------------------------|
| 1. | | | | | | | | |
| 2. | | | | | | | | |
| 3. | | | | | | | | |
| 4. | | | | | | | | |
| 5. | | | | | | | | |
| 6. | | | | | | | | |

List the quality indicators associated with each payer agreement.
Provide historic, current baseline and future target goals for each indicator.

| Quality Indicators | Performance Targets | 2014 Performance | 2015 Performance | 2016 Performance | Baseline | 2017 Performance Target | 2018 Performance Target | 2019 Performance Target | 2020 Performance Target |
|--------------------|---------------------|------------------|------------------|------------------|----------|-------------------------|-------------------------|-------------------------|-------------------------|
| 1. | | | | | | | | | |
| 2. | | | | | | | | | |
| 3. | | | | | | | | | |
| 4. | | | | | | | | | |
| 5. | | | | | | | | | |
| 6. | | | | | | | | | |

*List the quality indicators associated with each payer agreement.
Provide historic, current baseline and future target goals for each indicator.*

| Quality Indicators \ Performance Targets | 2014 Performance | 2015 Performance | 2016 Performance | Baseline | 2017 Performance Target | 2018 Performance Target | 2019 Performance Target | 2020 Performance Target |
|--|------------------|------------------|------------------|----------|-------------------------|-------------------------|-------------------------|-------------------------|
| 1. | | | | | | | | |
| 2. | | | | | | | | |
| 3. | | | | | | | | |
| 4. | | | | | | | | |
| 5. | | | | | | | | |
| 6. | | | | | | | | |

List the quality indicators associated with each payer agreement.
Provide historic, current baseline and future target goals for each indicator.

| Quality Indicators | Performance Targets | 2014 Performance | 2015 Performance | 2016 Performance | Baseline | 2017 Performance Target | 2018 Performance Target | 2019 Performance Target | 2020 Performance Target |
|--------------------|---------------------|------------------|------------------|------------------|----------|-------------------------|-------------------------|-------------------------|-------------------------|
| 1. | | | | | | | | | |
| 2. | | | | | | | | | |
| 3. | | | | | | | | | |
| 4. | | | | | | | | | |
| 5. | | | | | | | | | |
| 6. | | | | | | | | | |

PAYER TOTAL COST OF CARE PMPY FOR ATTRIBUTED POPULATION

For each payer agreement provide the total cost of care for the attributed population measured by PMPY for historic performance, current baseline and projected future target performance.

| | Performance Targets PMPY | 2014 Performance | 2015 Performance | 2016 Performance | Baseline | 2017 Performance Target | 2018 Performance Target | 2019 Performance Target | 2020 Performance Target |
|---------|------------------------------------|---------------------|---------------------|---------------------|----------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Payer 1 | | | | | | | | | |
| Payer 2 | | | | | | | | | |
| Payer 3 | | | | | | | | | |
| Payer 4 | | | | | | | | | |
| Payer 5 | | | | | | | | | |
| Payer 6 | | | | | | | | | |

PAYER EXPERIENCE RATING FOR ATTRIBUTED POPULATION

Identify the satisfaction indicators associated with each payer agreement. Provide historic, current baseline and future target performance for each indicator.

| | Performance Targets | Targets | 2014 Performance | 2015 Performance | 2016 Performance | Baseline | 2017 Performance Target | 2018 Performance Target | 2019 Performance Target | 2020 Performance Target |
|------------------------|---------------------|---------|------------------|------------------|------------------|----------|-------------------------|-------------------------|-------------------------|-------------------------|
| Satisfaction Indicator | | | | | | | | | | |
| Payer 1 | 1 2 3 4 | | | | | | | | | |
| Payer 2 | 1 2 3 4 | | | | | | | | | |
| Payer 3 | 1 2 3 4 | | | | | | | | | |
| Payer 4 | 1 2 3 4 | | | | | | | | | |
| Payer 5 | 1 2 3 4 | | | | | | | | | |
| Payer 6 | 1 2 3 4 | | | | | | | | | |

PAYER 1

Commercial Payer Fee Schedules – Hospital Services % of Medicare Rates

Provide commercial contract fee schedule data for hospital services as measured by % of Medicare for historic, current baseline and future projected targets.

| Performance Targets Hospital Fee Schedule | 2014 Performance | 2015 Performance | 2016 Performance | Baseline | 2017 Performance Target | 2018 Performance Target | 2019 Performance Target | 2020 Performance Target |
|--|-------------------------|-------------------------|-------------------------|-----------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| 1. | | | | | | | | |
| 2. | | | | | | | | |
| 3. | | | | | | | | |
| 4. | | | | | | | | |
| 5. | | | | | | | | |
| 6. | | | | | | | | |

PAYER 2

Commercial Payer Fee Schedules – Hospital Services % of Medicare Rates

Provide commercial contract fee schedule data for hospital services as measured by % of Medicare for historic, current baseline and future projected targets.

| Performance Targets Hospital Fee Schedule | 2014 Performance | 2015 Performance | 2016 Performance | Baseline | 2017 Performance Target | 2018 Performance Target | 2019 Performance Target | 2020 Performance Target |
|--|-------------------------|-------------------------|-------------------------|-----------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| 1. | | | | | | | | |
| 2. | | | | | | | | |
| 3. | | | | | | | | |
| 4. | | | | | | | | |
| 5. | | | | | | | | |
| 6. | | | | | | | | |

PAYER 3

Commercial Payer Fee Schedules – Hospital Services % of Medicare Rates

Provide commercial contract fee schedule data for hospital services as measured by % of Medicare for historic, current baseline and future projected targets.

| Performance Targets Hospital Fee Schedule | 2014 Performance | 2015 Performance | 2016 Performance | Baseline | 2017 Performance Target | 2018 Performance Target | 2019 Performance Target | 2020 Performance Target |
|--|-------------------------|-------------------------|-------------------------|-----------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| 1. | | | | | | | | |
| 2. | | | | | | | | |
| 3. | | | | | | | | |
| 4. | | | | | | | | |
| 5. | | | | | | | | |
| 6. | | | | | | | | |

PAYER 4

Commercial Payer Fee Schedules – Hospital Services % of Medicare Rates

Provide commercial contract fee schedule data for hospital services as measured by % of Medicare for historic, current baseline and future projected targets.

| Performance Targets Hospital Fee Schedule | 2014 Performance | 2015 Performance | 2016 Performance | Baseline | 2017 Performance Target | 2018 Performance Target | 2019 Performance Target | 2020 Performance Target |
|--|-------------------------|-------------------------|-------------------------|-----------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| 1. | | | | | | | | |
| 2. | | | | | | | | |
| 3. | | | | | | | | |
| 4. | | | | | | | | |
| 5. | | | | | | | | |
| 6. | | | | | | | | |

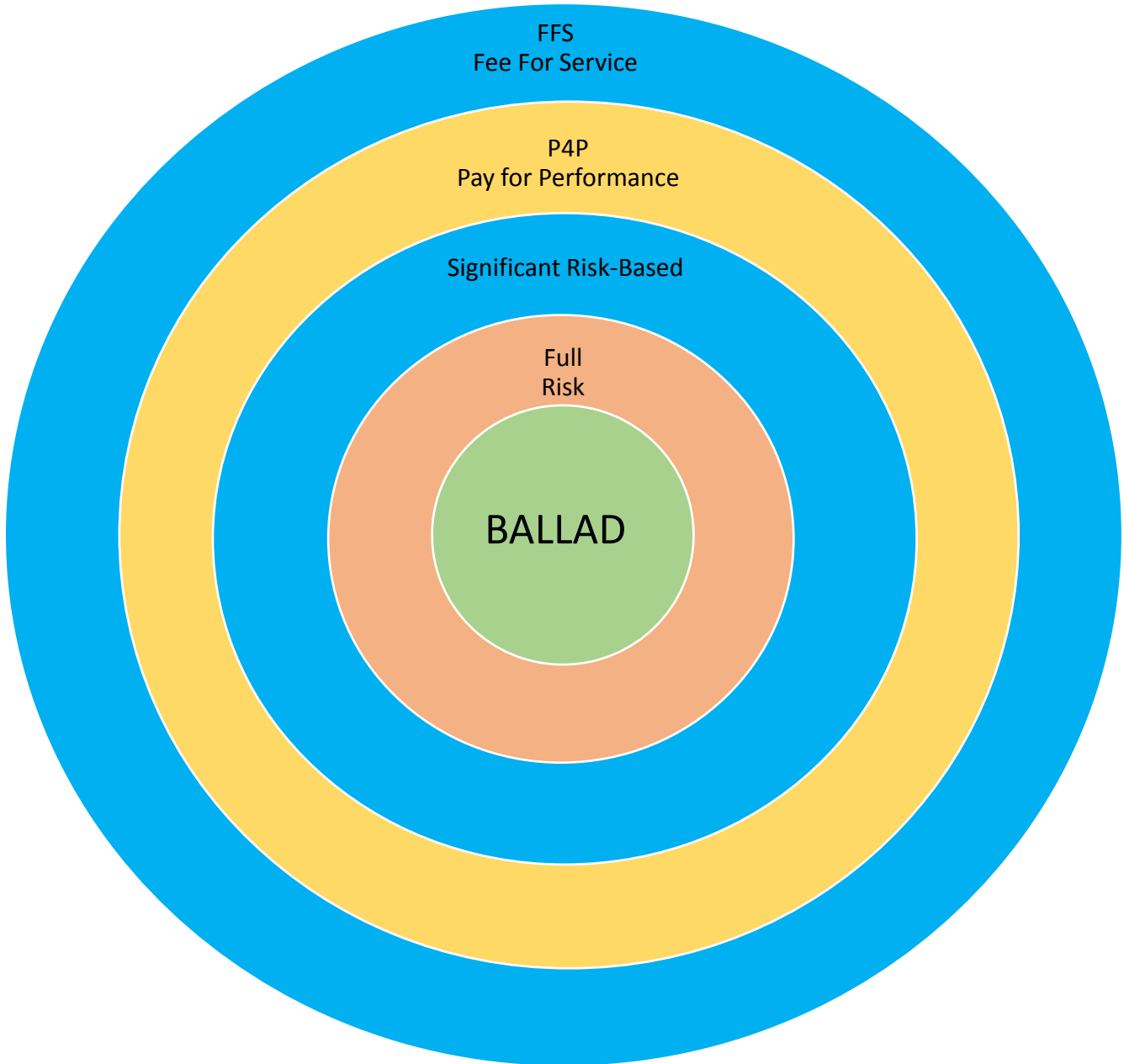
BALLAD

Complete the master grid for all payer agreements including Medicare, Medicaid and commercial. Identify in column 2 whether the contract has a risk component and define the type of incentive involved.

| Payer (List All Payers) | Type of Agreement | Risk Based Yes / No Describe if Yes | Length of Agreement | # of Lives | # of Attributed Lives |
|----------------------------|-------------------|---|---------------------|------------|-----------------------|
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |

CURRENT PAYER RELATIONSHIP

From the list of all payers place the payer in the appropriate ring based upon the type of agreement.

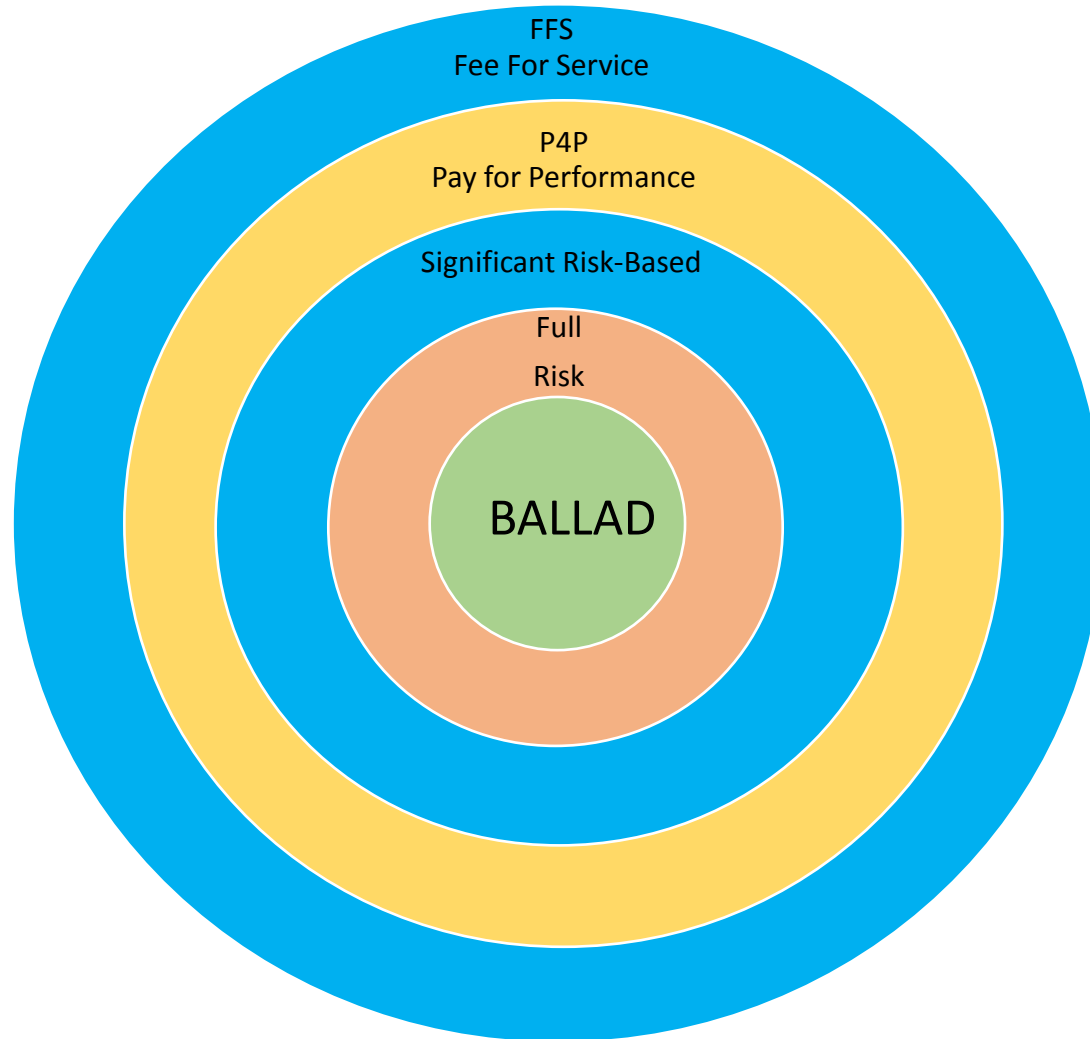


Place payers in appropriate "RING" based upon current relationship.

3 – 5 year vision for payer relationships

Do you want to move into another “RING”?

Based upon the risk based strategy, place an arrow from the current placement to the projected placement for any payer relationship you see changing over the next 3 – 5 year.



PAYER 1

Commercial Payer Fee Schedules - Ambulatory % of Medicare Rates for Primary Care and Specialty Care

List the top ambulatory codes and identify fee schedule rate as a % of Medicare for historic, current baseline and future performance.

| Historic/Future Fee Schedule Current Ambulatory Fee Schedule | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
|---|------|------|------|------|------|------|------|
| 1. | | | | | | | |
| 2. | | | | | | | |
| 3. | | | | | | | |
| 4. | | | | | | | |
| 5. | | | | | | | |
| 6. | | | | | | | |

PAYER 2

Commercial Payer Fee Schedules - Ambulatory % of Medicare Rates for Primary Care and Specialty Care

List the top ambulatory codes and identify fee schedule rate as a % of Medicare for historic, current baseline and future performance.

| Historic/Future Fee Schedule Current Ambulatory Fee Schedule | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
|---|------|------|------|------|------|------|------|
| 1. | | | | | | | |
| 2. | | | | | | | |
| 3. | | | | | | | |
| 4. | | | | | | | |
| 5. | | | | | | | |
| 6. | | | | | | | |

PAYER 3

Commercial Payer Fee Schedules - Ambulatory % of Medicare Rates for Primary Care and Specialty Care

List the top ambulatory codes and identify fee schedule rate as a % of Medicare for historic, current baseline and future performance.

| Historic/Future Fee Schedule Current Ambulatory Fee Schedule | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| 1. | | | | | | | |
| 2. | | | | | | | |
| 3. | | | | | | | |
| 4. | | | | | | | |
| 5. | | | | | | | |
| 6. | | | | | | | |

PAYER 4

Commercial Payer Fee Schedules - Ambulatory % of Medicare Rates for Primary Care and Specialty Care

List the top ambulatory codes and identify fee schedule rate as a % of Medicare for historic, current baseline and future performance.

| Historic/Future Fee Schedule Current Ambulatory Fee Schedule | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| 1. | | | | | | | |
| 2. | | | | | | | |
| 3. | | | | | | | |
| 4. | | | | | | | |
| 5. | | | | | | | |
| 6. | | | | | | | |

SECTION III

Employer Performance

Health System Employees – Quality

*For the current employees of Wellmont as a defined population identify the quality indicators measuring overall health.
Provide historic, current baseline and future performance targets.*

| Quality Indicator \ Performance Targets | 2014 Performance | 2015 Performance | 2016 Performance | Baseline | 2017 Performance Target | 2018 Performance Target | 2019 Performance Target | 2020 Performance Target |
|---|------------------|------------------|------------------|----------|-------------------------|-------------------------|-------------------------|-------------------------|
| 1. | | | | | | | | |
| 2. | | | | | | | | |
| 3. | | | | | | | | |
| 4. | | | | | | | | |
| 5. | | | | | | | | |
| 6. | | | | | | | | |

Health System Employees – Quality

*For the current employees of Mountain States as a defined population identify the quality indicators measuring overall health.
Provide historic, current baseline and future performance targets.*

| Quality Indicator \ Performance Targets | 2014 Performance | 2015 Performance | 2016 Performance | Baseline | 2017 Performance Target | 2018 Performance Target | 2019 Performance Target | 2020 Performance Target |
|---|------------------|------------------|------------------|----------|-------------------------|-------------------------|-------------------------|-------------------------|
| 7. | | | | | | | | |
| 8. | | | | | | | | |
| 9. | | | | | | | | |
| 10. | | | | | | | | |
| 11. | | | | | | | | |
| 12. | | | | | | | | |

Health System Employee – Cost PMPY

Identify the aggregate PMPY for the employee defined population historically, current baseline and future target performance.

| System \ Performance Targets | 2014 Performance | 2015 Performance | 2016 Performance | Baseline | 2017 Performance Target | 2018 Performance Target | 2019 Performance Target | 2020 Performance Target |
|------------------------------|------------------|------------------|------------------|----------|-------------------------|-------------------------|-------------------------|-------------------------|
| 1. Mountain States | | | | | | | | |
| 2. Wellmont | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |

Health System Employee – Experience

List the satisfaction indicators for employees of Wellmont and provide historic, current baseline and future projected targets.

| Performance Targets Satisfaction Indicators | 2014 Performance | 2015 Performance | 2016 Performance | Baseline | 2017 Performance Target | 2018 Performance Target | 2019 Performance Target | 2020 Performance Target |
|--|------------------|------------------|------------------|----------|-------------------------|-------------------------|-------------------------|-------------------------|
| 1. | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |

Health System Employee – Experience

List the satisfaction indicators for employees of Mountain States and provide historic, current baseline and future projected targets.

| Satisfaction Indicators | Performance Targets | 2014 Performance | 2015 Performance | 2016 Performance | Baseline | 2017 Performance Target | 2018 Performance Target | 2019 Performance Target | 2020 Performance Target |
|-------------------------|---------------------|------------------|------------------|------------------|----------|-------------------------|-------------------------|-------------------------|-------------------------|
| 1. | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |

EMPLOYER QUALITY

List any population health partnerships that you have with employers. Identify the quality indicators associated with that employer population including historic, current baseline and projected future performance.

| | Performance Targets Indicators | 2014 Performance | 2015 Performance | 2016 Performance | Baseline | 2017 Performance Target | 2018 Performance Target | 2019 Performance Target | 2020 Performance Target |
|------------|--|---------------------|---------------------|---------------------|----------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Employer 1 | 1 2 3 4 | | | | | | | | |
| Employer 2 | 1 2 3 4 | | | | | | | | |
| Employer 3 | 1 2 3 4 | | | | | | | | |
| Employer 4 | 1 2 3 4 | | | | | | | | |
| Employer 5 | 1 2 3 4 | | | | | | | | |
| Employer 6 | 1 2 3 4 | | | | | | | | |

EMPLOYER COST PMPY

For any employers with whom you have population health partnerships list the associated cost as measured by PMPY for historic, current baseline and future performance targets.

| Performance Targets | 2014 Performance | 2015 Performance | 2016 Performance | Baseline | 2017 Performance Target | 2018 Performance Target | 2019 Performance Target | 2020 Performance Target |
|---------------------|------------------|------------------|------------------|----------|-------------------------|-------------------------|-------------------------|-------------------------|
| Cost Per PMPY | | | | | | | | |
| Employer 1 | | | | | | | | |
| Employer 2 | | | | | | | | |
| Employer 3 | | | | | | | | |
| Employer 4 | | | | | | | | |
| Employer 5 | | | | | | | | |
| Employer 6 | | | | | | | | |

EMPLOYER EXPERIENCE

For any employers with whom you have population health partnerships list the associated satisfaction rating of the employer with the relationship for historic, current baseline and future historic performance.

| | Performance Targets Employer Satisfaction | 2014 Performance | 2015 Performance | 2016 Performance | Baseline | 2017 Performance Targets | 2018 Performance Targets | 2019 Performance Targets | 2020 Performance Targets |
|------------|--|------------------|------------------|------------------|----------|--------------------------|--------------------------|--------------------------|--------------------------|
| Employer 1 | | | | | | | | | |
| Employer 2 | | | | | | | | | |
| Employer 3 | | | | | | | | | |
| Employer 4 | | | | | | | | | |
| Employer 5 | | | | | | | | | |
| Employer 6 | | | | | | | | | |

SECTION IV

Community Performance

Community Health – Community (One for each community)

For each city/county in the defined geographic region list the metrics that provide an overview of the health status of the city/county. Provide historic, current baseline and future target performance.

| Health Metrics | Performance Targets | 2014 Performance | 2015 Performance | 2016 Performance | Baseline | 2017 Performance Target | 2018 Performance Target | 2019 Performance Target | 2020 Performance Target |
|----------------|---------------------|------------------|------------------|------------------|----------|-------------------------|-------------------------|-------------------------|-------------------------|
| 1. | | | | | | | | | |
| 2. | | | | | | | | | |
| 3. | | | | | | | | | |
| 4. | | | | | | | | | |
| 5. | | | | | | | | | |
| 6. | | | | | | | | | |

Community Health

Aggregate Community Health Results (Region)

Provide an aggregate view of the entire region across all cities/counties for historic, current baseline, and future projected performance.

| Health Indicators | Performance Targets | 2014 Performance | 2015 Performance | 2016 Performance | Baseline | 2017 Performance Target | 2018 Performance Target | 2019 Performance Target | 2020 Performance Target |
|-------------------|---------------------|------------------|------------------|------------------|----------|-------------------------|-------------------------|-------------------------|-------------------------|
| 1. | | | | | | | | | |
| 2. | | | | | | | | | |
| 3. | | | | | | | | | |
| 4. | | | | | | | | | |
| 5. | | | | | | | | | |
| 6. | | | | | | | | | |

SECTION V

Scale, Spread and Sustainability

Population Health Infrastructure

Identify the components of the population health infrastructure required to produce results over time. Provide a short baseline description of current state and a description of capability over the course of time. The intent is to document the evolution of capacity and capability in the important infrastructure components over the course of time.

| Description of Capability and Capacity Component | Baseline | 2017 Target Description | 2018 Target Description | 2019 Target Description | 2020 Target Description | 2021 Target Description |
|---|----------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| 1. Example: Competency Development | | | | | | |
| 2. Billing Practices | | | | | | |
| 3. Facilities | | | | | | |
| 4. Other | | | | | | |
| 5. | | | | | | |
| 6. | | | | | | |

Information Technology and Analytics

IT and Analytics Engine Capability

Provide a snapshot of the current state of IT and analytics and provide a description of capacity and capability over time.

| Capability Description Components | Baseline | 2017 Target Description | 2018 Target Description | 2019 Target Description | 2020 Target Description | 2021 Target Description |
|---|----------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| IT Systems | | | | | | |
| | | | | | | |
| | | | | | | |
| Analytics Capabilities | | | | | | |
| | | | | | | |
| | | | | | | |

SUSTAINABILITY

Building Population Health Capacity

Provide the list of initiatives to develop population health capacity for leaders and staff of the system.

Describe the resulting capability over time for each of the target groups as a result of the initiatives.

| | Description of Capability | | 2017 Target | 2018 Target | 2019 Target | 2020 Target | 2021 Target |
|---------------------------|------------------------------|----------|----------------|----------------|----------------|----------------|----------------|
| Initiative | | Baseline | Description | Description | Description | Description | Description |
| Leadership Development | 1 2 3 4 | | | | | | |
| Physician Development | 1 2 3 4 | | | | | | |
| Staff Development | 1 2 3 4 | | | | | | |
| Culture Development | 1 2 3 4 | | | | | | |

SPREAD OF POPULATION HEALTH INITIATIVES - Numbers and Types of Relationship

In each of the three categories payer, employer and community describe the spread plan for each one.

Identify by year the number, type and name of the payer, employer or community that will be targeted for partnership.

| Current | 2017 | 2018 | 2019 | 2020 | 2021 |
|-----------------------|------|------|------|------|------|
| Payer Agreements | | | | | |
| Employer Partnerships | | | | | |
| Communities Activated | | | | | |

PROJECT PLAN ROADMAP

In each of the major domains of the population health framework, identify the associated projects and the corresponding timeframe for each of the projects.

| Area of Focus | Key Projects | QTR 1 2017 | QTR 2 2017 | QTR 3 2017 | QTR 4 2017 | 1 2018 | 2 2018 | 3 2018 | 4 2018 | 1 2019 | 2 2019 | 3 2019 | 4 2019 | 1 2020 | 2 2020 | 3 2020 | 4 2020 | 1 2021 | 2 2021 | 3 2021 | 4 2021 | |
|-----------------|--------------|---------------|---------------|---------------|---------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|--|
| Hospital | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | |
| Ambulatory Care | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | |

PROJECT PLAN ROADMAP

In each of the major domains of the population health framework, identify the associated projects and the corresponding timeframe for each of the projects.

| Area of Focus | Key Projects | QTR 1 2017 | QTR 2 2017 | QTR 3 2017 | QTR 4 2017 | 1 2018 | 2 2018 | 3 2018 | 4 2018 | 1 2019 | 2 2019 | 3 2019 | 4 2019 | 1 2020 | 2 2020 | 3 2020 | 4 2020 | 1 2021 | 2 2021 | 3 2021 | 4 2021 |
|----------------------|--------------|---------------|---------------|---------------|---------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Condition/ Bundle | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |
| Payer | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |

PROJECT PLAN ROADMAP

In each of the major domains of the population health framework, identify the associated projects and the corresponding timeframe for each of the projects.

| Area of Focus | Key Projects | QTR 1 2017 | QTR 2 2017 | QTR 3 2017 | QTR 4 2017 | 1 2018 | 2 2018 | 3 2018 | 4 2018 | 1 2019 | 2 2019 | 3 2019 | 4 2019 | 1 2020 | 2 2020 | 3 2020 | 4 2020 | 1 2021 | 2 2021 | 3 2021 | 4 2021 |
|------------------|--------------|---------------|---------------|---------------|---------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Payers | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |
| System Employees | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |

PROJECT PLAN ROADMAP

In each of the major domains of the population health framework, identify the associated projects and the corresponding timeframe for each of the projects.

| Area of Focus | Key Projects | QTR 1 2017 | QTR 2 2017 | QTR 3 2017 | QTR 4 2017 | 1 2 2018 2018 | 3 4 2018 2018 | 1 2 2019 2019 | 3 4 2019 2019 | 1 2 2020 2020 | 3 4 2020 2020 | 1 2 2021 2021 | 3 4 2021 2021 |
|---------------------|--------------|---------------|---------------|---------------|---------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Community Employers | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| Community | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |