

New System Short Term Expectations-Milestones to Ensure Success of Plan Development to be Achieved Within 12 Months of Closing of Merger

For the following plans required by conditions:

- Rural Health Services Plan (condition 33)
- Behavioral Health Services Plan (condition 34)
- Children's Health Services Plan (condition 35)
- Population Health Plan (condition 36)

-Submission of a detailed plan outline to VDH Office of Licensure and Certification staff within 2 months of closing for review and comment

-Submission of initial draft plan to VDH Office of Licensure and Certification staff within 4 months of closing for review and comment

-Submission of final draft plan to VDH Office of Licensure and Certification staff Commissioner within 6 months of closing

For the following plans required by conditions:

- Plan to Develop and Provide Access to Patient Electronic Health Information (condition 8)
- Post-Graduate Training Plan (condition 24)
- Plan for Investment in the Research Enterprise (condition 25)

-Submission of a detailed plan outline to VDH Office of Licensure and Certification staff within 4 months of closing for review and comment

-Submission of initial draft plan to VDH Office of Licensure and Certification staff within 8 months of closing for review and comment

-Submission of final draft plan to VDH Office of Licensure and Certification staff Commissioner within 12 months of closing

Outcome 1: Create Value in the Marketplace

Conditions: 6-7-8-9-10-11-26-29-30-31-42-43-44

-Complete analysis of all current payer contracts and provide Compile historic and and submit to VDH Office of Licensure and Certification staff VDH baseline performance data on cost, quality and experience for all current risk-based or value-based payer contracts

Comprehensive Plan for New Infrastructure to Support a Risk-Based Business Model (see Performance Indicator 1C)

-Submit detailed plan outline to VDH Office of Licensure and Certification staff within 4 months of closing for review and comment

-Submit initial draft plan to VDH Office of Licensure and Certification staff within 8 months of closing for review and comment

-Submit final draft plan to VDH Office of Licensure and Certification staff/Commissioner within 12 months of closing

Compile and submit to VDH Office of Licensure and Certification staff VDH baseline data on cost, quality and experience for employee and family population

Compile and submit to VDH Office of Licensure and Certification staff VDH baseline data on existing health outreach programs for employers

Compile and submit to VDH Office of Licensure and Certification staff VDH baseline data on spending with regional suppliers

~~-Complete comprehensive five-year plan regarding payer strategies and payer relationships incorporating the shift to a goal of 30% risk based payment by 2021~~

~~-Complete the comprehensive plan to finalize the clinically integrated network organization and move toward 80% independent physician participation~~

~~-Complete the comprehensive IT and analytics plan including the transition of independent physicians onto the new platform~~

~~-Complete the plan to transition purchasing to local and regional suppliers~~

Outcome 2: Improve health and well being for a population

Conditions: 14-15

~~- Complete the comprehensive population health plan including specific plan for Southwest Virginia~~

~~-Determine and report baseline measures~~Compile and submit to VDH Office of Licensure and Certification staff VDH baseline data for all population health metrics including a carve out for Southwest Virginia and for socioeconomic peer counties

~~-Define charity care plan with annual targets including an itemized allocation with specific details for Southwest Virginia~~

~~-Define current length of life and quality of life comparisons for the serviced region and clearly link the plan for improvement for Southwest Virginia (if necessary) to the population health plan~~

### Outcome 3: Equitable access to services across the region

Conditions: 1-27-28-41-46

~~-Complete the short and long term plan for improvement in scope of services in Southwest Virginia~~

~~-Compile and submit to VDH Office of Licensure and Certification staff VDH baseline data for all access measures to be included in comprehensive access plan (see Performance Indicator 3B) including details for Southwest Virginia and link to plan for improvement~~

~~-Submit detailed plan outline to VDH Office of Licensure and Certification staff within 2 months of closing for review and comment~~

~~-Submit initial draft plan to VDH Office of Licensure and Certification staff within 4 months of closing for review and comment~~

~~-Submit final draft plan to VDH Office of Licensure and Certification staff Commissioner within 6 months of closing~~

~~-Complete Compile analysis and and submit to VDH Office of Licensure and Certification staff VDH baseline data for per capita spending, quality and service delivery for residents of in Southwest Virginia for the following service categories:~~

~~Primary Care~~

~~Mental Health~~

~~Heart and Vascular~~

~~Muscular Skeletal~~

~~GI~~

~~Cancer~~

~~compared to other communities in the serviced region and define plan for improvement~~

~~-Compile data on primary care and specialty access for residents of Southwest Virginia and define plan of improvement~~

Outcome 4: Adequate providers to provide equitable services throughout the region

Conditions: 24-32

~~-Compile and submit to VDH Office of Licensure and Certification staff VDH baseline data concerning health care providers in Southwest Virginia~~  
~~Complete the comprehensive clinical staff development plan including needs in Southwest Virginia~~

~~-Establish year over year targets for filling the needs in Southwest Virginia~~

~~-Complete the post-graduate training plan~~

Outcome 5: Benchmark operating performance

Conditions: 12-13-16-17-40-45

~~-Provide history of adverse events and provide plan to achieve zero harm~~

~~-Provide historic and current financial metrics with projections over the next five-year period~~  
~~Compile and submit to VDH Office of Licensure and Certification staff VDH baseline data on financial metrics~~

~~-Complete long-term financial plan to achieve defined five-year targets~~

~~-Provide historic and baseline performance~~  
~~Compile and submit to VDH Office of Licensure and Certification staff VDH baseline data on all-quality and service metrics with targets for the next five-year period~~

~~-Complete comprehensive quality and service plan to achieve defined quality and service targets~~

Outcome 6: Strong vibrant culture

Conditions: 18-20-21-22-38

~~-Complete comprehensive human resource plan articulating management of employee target levels and reduction in turnover rates~~

~~-Conduct board engagement survey that includes a comparative component and develop plan for improvement~~  
~~Compile and submit to VDH Office of Licensure and Certification staff VDH baseline data on Board engagement~~

Compile and submit to VDH Office of Licensure and Certification staff VDH baseline data on employee turnover

~~-Complete comprehensive employee development plan for all staff~~

Outcome 7: Strong academics and research impacting the region

Conditions: 25

~~-Compile and submit to VDH Office of Licensure and Certification staff baseline data on investment in the research enterprise in the Virginia service area Complete the short and long term research plan indicating alignment with the top regional issues~~

~~-Complete the relationship plan with regional partners to accomplish the proposed research agenda~~

Outcome 8: Monetary commitment

Conditions: 3-19-23-33-34-35-36-37

~~-Complete and submit to VDH Office of Licensure and Certification staff the short and long term monetary spending plan including dollars to be allocated to Southwest Virginia with specific goals defined~~

~~-Establish the ongoing tracking mechanism for spending including dollars spent in Southwest Virginia and submit to VDH Office of Licensure and Certification staff~~

~~Conditions related to all outcomes: 2-4-5-39-47-48-49~~

~~Note: All plans to include detailed aims, goals, guiding principles, measurement, strategies, tactics and six-month milestones along with project plan. Historic data provided for all plans.~~